

One Wiltshire Estate Partnership's One Public Estate (OPE) Round 4 Submission

June 3 2016



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Foreword

Wiltshire's Public Service Board's vision is to create stronger, more resilient communities. As such partners across Wiltshire are committed to delivering this vision and, through our One Wiltshire Estate Partnership, are working to rationalise our collective estate in order to:

- Deliver integrated customer focused services and community facilities.
- Reduce demand, running costs and generate capital receipts.
- Accelerate economic growth by releasing land for jobs and housing; providing a catalyst for regenerating our towns and villages.

This means effective collaborative working between public, private and voluntary organisations in the county to achieve better outcomes for the people of Wiltshire. We call it 'Unitary Plus'.

We have a clear model for the rollout of Health & Wellbeing Centres across Wiltshire to achieve this – working with the local community to develop integrated care teams clustered around GP surgeries in each town – so that joined up services are delivered closer to where people live. These Centres are not intended to just encompass NHS and social care services; but also to include leisure facilities, library services and community facilities; and to sit alongside the provision of extra care housing wherever possible. They also provide a unique and exciting opportunity to bring together other key customer-facing staff from partner services such as police, fire & rescue, ambulance, probation, jobcentre plus, and the voluntary sector that not only improve the customer experience but also critically generate significant savings to the public purse.

In some respects, co-location of services is the end point of our ambition. The starting point is the collaborative transformation of all our services, accompanied by support for flexible working arrangements, excellent IT infrastructure and the delivery of real cultural change.

Since unitary status in 2009, we have been relentless in seeking the benefits of Unitary Plus. Our work to date since combining five councils into one has reduced our overall estate from around 105 buildings to just 3 core service hubs; generating over £60m in capital receipts. Through our collaborative working; service co-location and transformation is our mission.

We have a strong track record in collaborative working and co-location with Wiltshire Police. We have set up joint Transformational Change, Systems Thinking and Programme Management teams. A joint IT Solution has been implemented, enabling access to services across both estates, and we have co-located neighbourhood police teams in Corsham, Salisbury and Chippenham and our Multi Agency Safeguarding Hub in Trowbridge.

Equally, Wiltshire has a significant MOD presence which is growing due to the Army Basing Strategy and which will, by 2020, result in over 25% of the British Army being based in our county. Through our Military & Civilian Integration Partnership we work closely with MOD and DIO partners to unlock significant sites to deliver economic growth for both our military and civilian communities.

As a One Public Estate Round 3 partnership we have demonstrated, in a very short period of time, our collective ambition and ability to deliver at scale and pace.

Our One Public Estate Round 4 bid seeks to further strengthen our collaborative approach to maximising our collective estate by seizing some unique and yet challenging 'once in a generation' opportunities to transform some of our towns and, at the same time, also consider the impact of the various Government's Reform programmes for key services.

Scotty Rubish



Baroness Scott of Bybrook, OBE
Leader of Wiltshire Council

Chair of Wiltshire Public Service Board

Maggie Rae



Maggie Rae
Corporate Director, Wiltshire Council

Chair; One Wiltshire Estate Partnership

Our Journey since Unitary Status in 2009

2006 Wiltshire Military Civilian Integration Partnership established

- Aims to identify and respond to the changing military footprint in Wiltshire; maximise the economic contribution of the military; and ensure the needs of military personnel, their families and veterans are met.

2009 Wiltshire Council created, combining five councils into one

- One Council offers significant opportunities to improve services, drive regeneration and rationalise estate.
- Workplace transformation programme agrees reduction of 105 offices into 3 hubs.

2010 Wiltshire Community Campus Programme agreed

- Following publication of the Wiltshire Council leisure review, it was agreed to consider improvement of these facilities as part of the council's operational estate and look at opportunities in each town.

2011/12 Business cases for first seven campuses approved

- Wiltshire Council committed to delivery of first 7 campuses, starting with Springfield in Corsham.

2013 Strategic Partnership between Wiltshire Council and Wiltshire Police

- Joint Transformational Change, Systems Thinking, Programme Management teams set up.
- Joint IT Solution implemented, enabling access to services across both estates.
- Co-located neighbourhood police teams in Corsham, Salisbury and Chippenham and Multi Agency Safeguarding Hub in Trowbridge.
- Chippenham Police Station vacated for redevelopment.

2013 Army Basing Programme

- Preparations begin for the return of 4300 troops from Germany - including the Salisbury Plain Masterplan and creation of business enterprise facilities in Castledown.

2014 First community campus opens in Corsham

- Phase 1 of the Springfield Campus incorporates Leisure, Library, Neighbourhood Police Team, social care and community facilities.
- Corsham Police Station vacated for redevelopment.
- Springfield Campus fully opened in January 2016. Adult Community Health services moving in during 2016.

2014 Health Estates Partnership

- Following demise of PCTs the need for close working relationships on NHS estate was recognised.
- Aims to deliver the vision of care as close to home as possible, with services clustered around GPs.
- Plans for incorporation of a range of health services within 'Health and Wellbeing Community Centres'.

2015 Combination of Dorset and Wiltshire Fire and Rescue Services

- The government announcement unlocks a range of new opportunities - including the inclusion of a new HQ within the Salisbury Health and Wellbeing Community Centre, which opened in April 2016.

2015 University Technical College in Salisbury Opens

- Former Salisbury Police Station, freed up as part of co-location with the council, is now used to deliver £8.5m UTC sponsored by the MoD and a range of other public and private bodies. Police moved to Bourne Hill.

2015 One Wiltshire and Wiltshire Public Estate Partnership

- One Wiltshire devolution proposals submitted, including call for simplification of the public estate.
- One Wiltshire Estate Partnership established with Wiltshire Council, Dorset and Wiltshire FRS, DWP, Police, NHS Partners (Acute, Ambulance, Mental Health, GPs) LEP and for engaging other partners such as MOD, HCA, GPU and Network Rail were agreed.
- New estates strategies for Wiltshire NHS, Fire and Police are now under development, aligning to Health and Wellbeing Community Centre model.
- Awarded £325k under OPE Round 3 towards a range of projects that seek better value and utilisation of the One Wiltshire Estate.
- Continued Delivery of Health & Wellbeing Centres during 2016 and beyond.
- Probation Service co-located in County Hall, Trowbridge for May 2016.

OPE Round 3 progress

Meeting the pre-selection criteria

Driving our collaborative estates thinking and work is a fundamental recognition that effective estates management across the whole of Wiltshire, by all partners, is a critical enabler for better public services; stimulating economic growth and generating savings to the public purse.

We were pleased to be accepted on to the Cabinet Office's / Local Government Association's One Public Estate (OPE) Round 3 programme late last year as it has given us national recognition and profile for the work we are undertaking. Just as critically, it has also given us extra impetus to tackle some of the more challenging and complex land assembly opportunities which will reap greater long term rewards. As such, OPE has given us a sharper focus and collective ambition to accelerate delivery; and to deliver well for our communities and customers.

Before setting out our Round 4 submission, it is worth reflecting on our OPE Round 3 journey to date since our bid was accepted. Utilizing OPE funding, we have:

- Met all our pre-selection criteria by the 31 December 2015 deadline.
- Signed off our Memorandum of Understanding with the GPU and LGA.
- Captured the key learning from the development of Health & Wellbeing Centres in Corsham and Salisbury to shape new centres (either in construction or in the pipeline) across Wiltshire.
- Warminster town centre feasibility study commissioned for commencement in October 2016.
- Trowbridge research studies undertaken to assess development constraints; and subsequently consultants have been procured to undertake options analysis and financial viability assessment.
- Chippenham highways study completed.
- Corsham railway station feasibility study completed.
- Secured programme management capacity and support to accelerate delivery.

In addition, OPE has acted as a catalyst for wider and deeper discussions with key partners to unlock some of the more challenging sites we have. These discussions have shaped this Round 4 submission.

We are also extremely grateful to OPE colleagues from the Cabinet Office and the LGA, both at national and regional levels, who have spent time with us and given their invaluable advice on both our Round 3 programme and in developing our Round 4 submission.

OPE Connectivity

It is also worth noting that our OPE Programme does not operate in isolation, but has clear connectivity to a range of key strategies and plans as follows:

- Wiltshire Public Service Board's Vision of achieving better outcomes for local people by acting as the lead body for efforts to better align public resources, including pooling resources where appropriate, in order to reduce duplication and deliver improved outcomes at less cost.
- Wiltshire Council's Business Plan 2013-17 principle of working innovatively and effectively with partners and to focus on the bigger picture. Sharing resources with other public services and use technology, buildings and other assets flexibly to maximise value. Seeking to create a Health & Wellbeing Centre in each community area; and develop local operating models for the centres for bringing public and community services (such as police, health, leisure and council services) together in a fit-for-purpose building or collection of buildings.
- Wiltshire Devolution Bid's priority that improved estates management is an important enabler for delivering seamless working across a range of priorities.
- Wiltshire Health & Wellbeing Board's Strategic Vision that services should work seamlessly together to support and sustain healthy, independent living including shared plans for better use of estates, including through Wiltshire Council's Health & Wellbeing Centres programme. This will lead to increased co-location of GPs, community hospital provision, mental health care provision, social care teams and extra-care housing in towns across Wiltshire.
- Swindon & Wiltshire LEP Strategic Economic Plan 2014 commitment to accelerating the delivery of new homes and jobs in Wiltshire through a series of high-impact investments given Wiltshire's core strategy target is to deliver over £13,000 new affordable homes between 2006 and 2026; and the recognition that affordability of housing in Wiltshire is a significant issue.
- Wiltshire CCG Interim Estates Strategy 2015 headline priorities regarding the future viability of the community hospitals in Chippenham, Devizes and Trowbridge; increasing access to primary care as well as integrating primary care and community care in Calne and Salisbury; and service responses to predicted population growth in towns such as Trowbridge.



What have we learnt to date?

In the short period of time that we have been delivering our OPE Round 3 programme, we have collectively learnt the importance of:

- A shared Vision for driving our collaborative work.
- Regarding our estates as enablers of better public services.
- Regularly bringing partners together face-to-face to explore opportunities enabling the creation of shared understanding, purpose and commitment.
- Getting some early wins to secure confidence in the process; but that our collective aspirations and energies must focus on the bigger challenges to ultimately reap the bigger rewards.
- Acknowledging that effective collaborative working takes time, energy and patience in order to co-create mutually beneficial win / win outcomes.
- Having the right programme management capacity in place to accelerate partnership delivery.

OPE Round 4 Submission

In developing our OPE Round 4 bid, we have taken into consideration a range of factors including the lessons learnt from our OPE Round 3 programme; advice and guidance from GPU & LGA OPE central and regional colleagues; the scale of challenge and complexity versus the potential longer-term rewards; and Central Government's departmental reforms which we have analysed and ranked as:

Central Government Departmental Reform	Wiltshire position as at May 2016	Impact across Wiltshire
DfE: 500 new Free Schools by 2020	Currently 1 free school in Wiltshire: Salisbury Sixth Form College (Free school – mainstream) opened 2014. There are currently no free schools in the pre-opening stage in Wiltshire. Applications have been made by 2 schools (On Track Westbury & Wilton Park School) but not approved.	Low
DVSA (Driver & Vehicle Standards Agency): Disposal of surplus depots to be announced	Watching brief; current position unknown.	Low
DWP: PFI contract ends 2018	Currently there are 4 JobCentre Plus Offices across Wiltshire excluding Swindon. These are Devizes, Chippenham, Salisbury and Trowbridge.	High
Government Hubs	Nearest regional hub is in Bristol. No known plans / impact analysis for Wiltshire undertaken.	Low
HMRC: Reduction from 170 locations to 13 regional centres	Currently only 1 HMRC office in Salisbury; date of closure and subsequent move of operation to the new Regional Centre in Bristol yet to be confirmed.	Medium
MOD: Footprint Strategy and other early disposals	Significant MOD estate across Wiltshire. Need to clarify the existing Wiltshire Council / MOD / DIO relationship driven through the MCI Partnership and whether it needs further strengthening given Rebasing Strategy drivers.	High
MoJ Courts & Prisons Reform: court sales & 9 new prisons	There is 1 prison in Wiltshire – HMP Erlestoke; nothing to suggest that it is going to be affected by the recently announced prison reforms. Chippenham courts to close following a public consultation in 2015 as part of reforms to modernise the justice system. The courthouse, which opened in 1997, is believed to be in good condition with no security, health and safety or Equality Act issues. It is likely that the building will be sold as office space; not expected to be included within the OPE Programme.	Low
NHS: Strategic Estates Plans	Interim Strategic Estate Plan prepared and presented to the CCG on December 2015. Contains commercially sensitive information. Key headline priorities are the future viability of the community hospitals in Chippenham, Devizes and Trowbridge; increasing access to primary care as well as integrating primary care and community care in Calne and Salisbury; and service responses to predicted population growth in towns such as Trowbridge.	High

Given the geographic scale of Wiltshire, we will not be able to please everyone – but we are focusing on where we will achieve maximum impact. As such, our bid comprises of 6 work streams as follows:

- 1) Trowbridge
- 2) Chippenham
- 3) Devizes
- 4) DWP reform and post-2018 service model
- 5) MOD Footprint Strategy
- 6) One Wiltshire Estate Partnership development

These are discussed in depth on pages 9 to 16, with high-level delivery timelines on pages 17 to 19



OPE Investment & Outputs

Subject to this bid being successful, the outputs the One Wiltshire Estate Partnership commits to delivering for an OPE funding investment of £395,000 are:

- By 2020 - Delivering even more integrated and customer focused co-located services across Wiltshire through the Health & Wellbeing Centres initiative and other partnership programmes.
- By 2020 – On-going reductions in annual running costs through DWP post-2018 service delivery co-location model and other partner co-locations delivered through effective collaborative working.
- By 2020 - 1,000 new homes which are in addition to existing programmes.
- By 2020 - 620 new jobs.
- By 2020 - £11,500,000 in capital receipts.
- By 2020 – 32.5 acres of land redeveloped.
- By 2019 - A new Health & Wellbeing Centre delivering a broad range of partner services for the community of Trowbridge.
- By 2019 - Reduced DWP footprint through co-location; generating savings to the public purse.
- By 2017 - Effective and co-ordinated partnership response to the opportunities and challenges across Wiltshire arising from the MOD Footprint Strategy and associated disposals.
- By 2017 - Fit for purpose One Wiltshire Estate Partnership complete with overarching One Wiltshire Estate Strategy and rolling 12-month business plan.

It should be noted that all of the above OPE Round 4 outputs are in addition to our current OPE Round 3 Programme and, as such, further demonstrate Wiltshire's collective ambition to deliver at scale and pace.

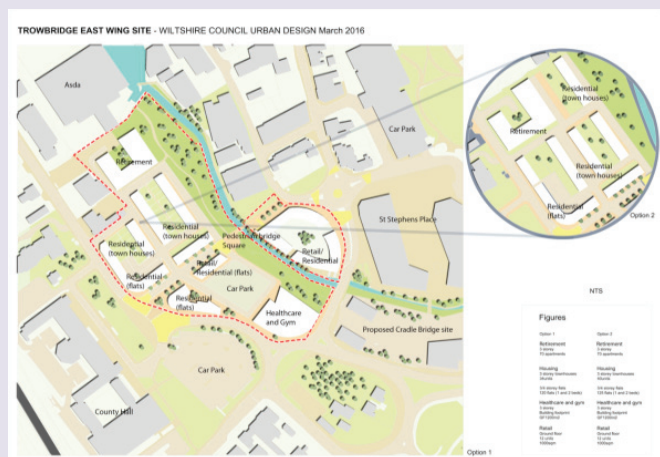
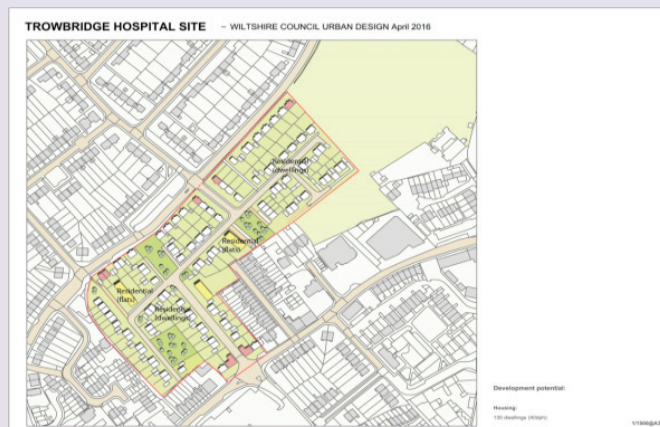


Work Stream 1: Trowbridge

Overview:

As a result of the programme of work supported by OPE Round 3, high level master planning and analysis of the site show that the East Wing site if developed in conjunction with the current hospital site has the potential to deliver 300 new homes; create 175 new jobs; and a new Heath & Wellbeing Centre which will bring together and co-locate a number of customer-facing health, leisure and related services with the added benefit of acting as a catalyst for the wider regeneration of Trowbridge town centre. As well as expanding primary care capacity, which is urgent given the population increases in Trowbridge over the last few years, the expansion would be building on the strategy of providing primary care at scale which would see an urgent primary care hub being established.

This is far in excess of the original forecasts for this site. We are seeking to progress this project beyond the development package and into formal delivery. However, moving at pace to take the project through to approved planning application stage and contractor procurement within a complex partnership framework to meet these deadlines requires additional resource to co-ordinate the development partnership.



The Challenges:

Trowbridge has huge potential impact through a range of sites, in a complex set of partner ownership arrangements, where a reconfiguration of services can also free up public land. Rather than dispose of these assets in a piecemeal fashion over time (which is the easiest option), our objective (using OPE funding) is to work collaboratively through the framework of the One Wiltshire Estate Partnership to fully maximize the opportunities the East Wing site presents to deliver a new Health & Wellbeing Centre providing primary care health services including the provision of 'urgent on the day' primary care, fitness and leisure functions, and community facilities. There is also potential to deliver much needed housing and extra care housing on the land that is freed up.

Whilst the potential impact of the Trowbridge project is significant; the challenge lies in its complexity due to a limited window of opportunity due to pressures on various partners.

The Opportunities:

Championed through the One Wiltshire Estate Partnership, the successful redevelopment of the East Wing site would act as a catalyst for the transformation other key sites in Trowbridge such as:

- Trowbridge Community Hospital site and Margaret Stancomb school (NHS / Wiltshire Council)
- Bowyers (private sector but adjacent to Trowbridge Train Station)
- Castle Place (Wiltshire Council / private sector)
- Bradley Road (Wiltshire Council)
- Biss Corridor (connecting infrastructure)
- Court Street (private sector)
- Lovemead Car Park (Wiltshire Council)
- Fire Station / Ambulance Station (Fire Service / NHS)

This would also result in a more effective redevelopment of these windfall sites by taking a strategic planned approach.

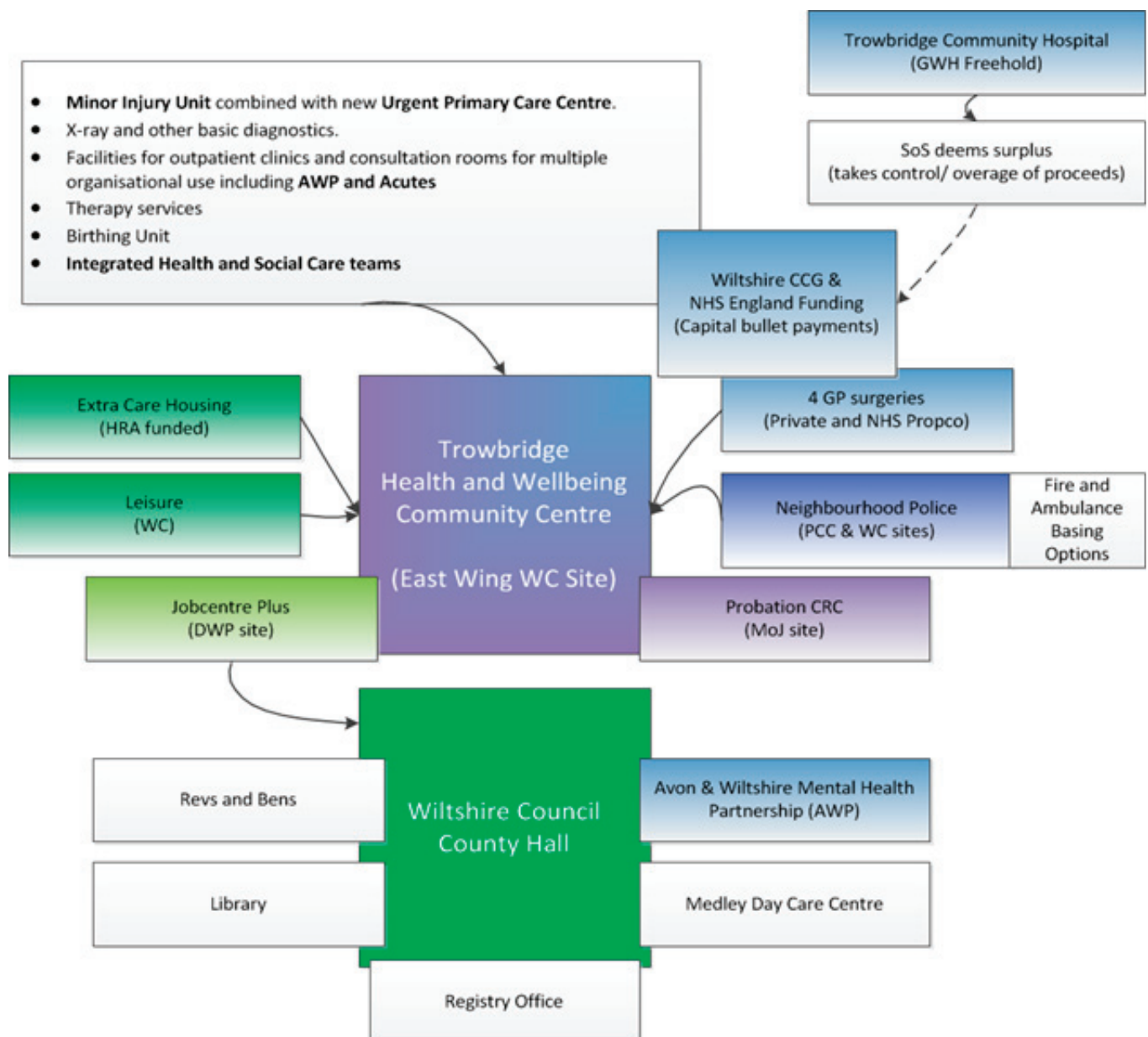
The OPE Asks:

- Provision of OPE Central Team brokerage to Government Departments, where appropriate, to unblock any departmental barriers that hinder effective joint estates working.
- Provision of OPE Regional Team brokerage expertise to facilitate local solutions.
- £95,000 for specialist assistance around the planning process, associated options appraisal studies, delivery vehicle consideration, provision of external legal advice, and work stream co-ordination and implementation.

The Outputs by 2020:

- 300 new homes.
- 175 new jobs.
- New Health & Wellbeing Centre delivering core public services on a smaller footprint*.
- £5,000,000 of capital receipts.
- 12 acres of land redeveloped.
- Catalyst project for the wider regeneration of Trowbridge town centre.

*The potential range of services that could be co-located into a new Health & Wellbeing Centre at Trowbridge is significant as the schematic below demonstrates:



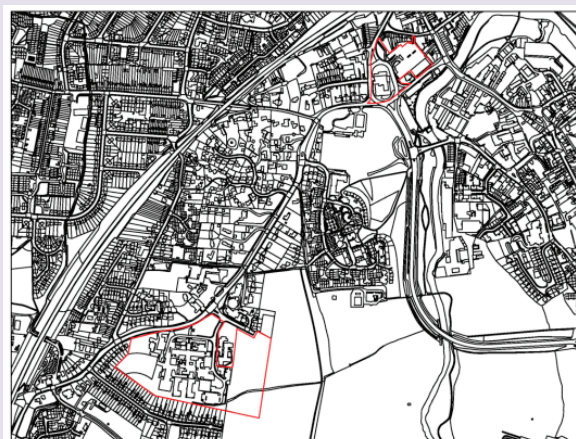
Work Stream 2: Chippenham

Overview:

Wiltshire Council has been working to enable co-location of other public sector facilities within its own estate. This has already successfully been achieved in Chippenham with the Police Service resulting in freeing up a 2.5 acre site for housing redevelopment.

Redevelopment of the existing Hospital site in Chippenham would enable reconfiguration of existing health care facilities (Hospital, Ambulance Service and GP surgery) resulting in a new primary care facility; and replacement of some of the services in Melksham including the CAMHS service. It could release land for the development of up to 300 dwellings.

There is potential to redevelop the current library building which is on the opposite side of the town to the main civic functions of the Council. A solution is required to re-house the facility as part of the main council offices to free up this building for residential or commercial use.



The Challenges:

The site is complex as there are a number of conservation issues that need to be addressed including a number of buildings with protected status.

Changes may need to be made to the road network in the immediate vicinity of the site.

The local development plan proposes 4,500 new houses for Chippenham by 2026 and a number of sites are already in development. There is significant time pressure to deliver a solution due to complexity and time pressures on various partners.

The Opportunities:

- Chippenham Hospital site
- Relocation of Ambulance service
- Chippenham Library (Wiltshire Council)
- Improvements to wider road network in turn facilitating wider housing growth.

The OPE Asks:

- Provision of OPE Central Team brokerage to Government Departments, where appropriate, to unblock any departmental barriers that hinder effective joint estates working.
- Provision of OPE Regional Team brokerage expertise to facilitate local solutions.
- £90,000 for 2 years (2016/18) for studies, options appraisals, planning and development support, and work stream co-ordination and implementation.

The Outputs by 2020:

- 300 new homes.
- 175 new jobs.
- £3,000,000 of capital receipts.
- 12 acres of land redeveloped.
- New health care facilities.
- Catalyst project for the wider regeneration of Chippenham town centre.

Work Stream 3: Devizes

Overview:

Based on initial site analysis the Devizes wharf area has the potential to deliver 400 dwellings over an area circa 1.5ha. This would involve redeveloping the existing hospital, Devizes police station and council owned sites. Relocating the re-provided Devizes Community Hospital to the other side of town at Marshall Road would also provide additional primary care capacity in the form of an urgent primary care hub covering the 5 practices in the locality. This would, in turn, facilitate the move of Devizes police station to the main Wiltshire police site.

There are several large plots of adjacent land in the ownership of different public sector bodies. A unified development approach would maximize the delivery of residential and commercial on the site. The area already features tourist and destination facilities which could be enhanced creating a significant cluster and attraction destination resulting in new business and job growth. Just outside Devizes the fire service site at Potterne is now surplus to operational requirements. Planning support is required to maximize the development potential of this site in a sensitive rural location.



The Challenges:

There is significant potential to deliver several hundred homes through a co-ordinated development and delivery approach. In order to maximize the benefits and number of new dwellings a land assembly approach is likely to be required to address the multiple public sector ownerships and timing demands of the different services. Research and development work would need to be co-commissioned by the partners. In addition, there are a number of conservation issues that need to be addressed on each site and therefore it will be critical to generate maximum development value in order to address these. It is a sensitive site adjacent to the Kennet and Avon canal.

Devizes, unlike Trowbridge and Chippenham, does not have a detailed town masterplan and therefore significant large scale redevelopment of large area of the central area of the town needs to be effectively managed with local stakeholders in order to progress the planning and development stages within partner timeframes.

The Opportunities:

- Redevelopment of the current hospital site near to the wharf area for housing.
- Creation of new primary care facility at Marshall Road, Devizes.
- Creation of additional housing adjacent to new primary care facility.
- Redevelopment of existing Police station and car park for housing.
- Use of Council land to facilitate hospital and police station redevelopment.
- Redevelopment of Fire Station site at Potterne.

The OPE Asks:

- Provision of OPE Central Team brokerage to Government Departments, where appropriate, to unblock any departmental barriers that hinder effective joint estates working.
- Provision of OPE Regional Team brokerage expertise to facilitate local solutions.
- £140,000 for 2 years (2016/18) for studies, options appraisals, planning and development support, and work stream co-ordination and implementation.

The Outputs by 2020:

- 400 new homes.
- 270 new jobs.
- £3,500,000 of capital receipts.
- 8.5 acres of land redeveloped.
- New health care facilities.
- Catalyst project for the wider regeneration of Devizes town centre.

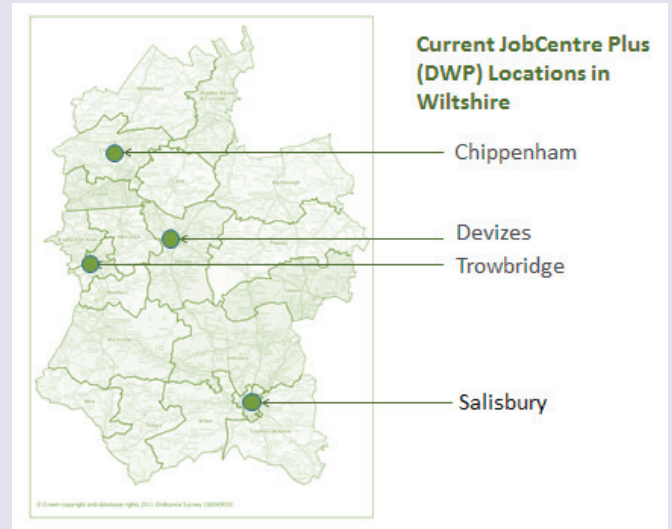
Work Stream 4: DWP post-2018 Service Delivery Model

Overview:

In the 2015 Spending Review and autumn Statement, it was announced that DWP would be transformed into a smaller, more efficient department. DWP's estate will be reformed and reduced by 20% and the number of job centres co-located with local authorities will be expanded, delivering a total reduction of 30% in estate costs. Current lease agreements for buildings occupied by JobCentre Plus will end in 2018.

Currently there are 4 JobCentre Plus Offices across Wiltshire excluding Swindon. These are Devizes, Chippenham, Salisbury and Trowbridge.

Given that Wiltshire Council's 3 main hubs are in Trowbridge, Chippenham and Salisbury, there is potential to co-locate JobCentre Plus services to the hubs without having a significant impact on clients.



The Challenges:

- DWP Estate is mostly dealt with at a national level and therefore it is critical to ensure that they are fully involved in this work-stream along with key local DWP leads within Wiltshire.

The Opportunities:

- To work with DWP to map their current service delivery model and develop options for post-2018 service delivery. Agree option; implement new co-located service model with partners.
- This work-stream provides a unique opportunity to bring together national and local DWP leads together with key One Wiltshire Estate partners to develop a service model that is right for Wiltshire's residents.

The OPE Asks:

- Provision through the OPE Central Team of best practice guidance.
- Provision of OPE Regional Team brokerage expertise to facilitate local solutions.
- £30,000 for 2 years (2016/18) for studies, options appraisals and work stream implementation.

The Outputs by 2019:

- Reduced DWP footprint through co-location which will also realize savings (yet to be quantified) to the public purse through reduced running costs.



Work Stream 5: MOD Footprint Strategy

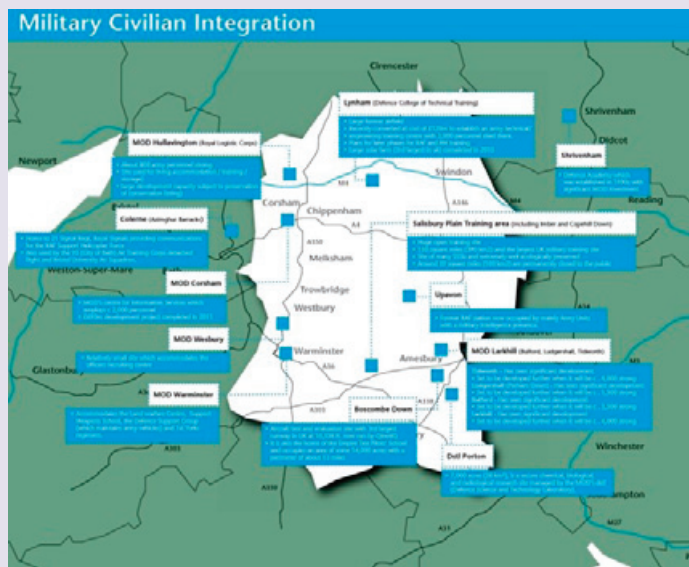
Overview:

The MOD owns a significant amount of estate in Wiltshire, as the map on the right demonstrates.

It is understood that the emerging MOD Footprint Strategy will identify a number of key sites for disposal which, if developed appropriately, could yield a large number of homes and jobs in the County.

Within Wiltshire Council there is a wealth of expertise in economic development and planning, and officers are well placed to work with DIO / MOD to advise which sites are best for housing, as opposed to employment land or retail.

By working in partnership, Wiltshire Council and the MOD will be able to maximize any opportunities that such disposals can offer.



The Challenges:

- Ensuring that the MOD / DIO, due to time or departmental pressures, do not dispose of assets without first exploring potential options through the framework of the One Wiltshire Estate Partnership.

The Opportunities:

- To further strengthen the partnership work with the MOD / DIO by assessing the impact of the MOD Footprint Strategy and other associated MOD disposals; and then develop a partnership response and agreed actions.

The OPE Asks:

- Provision of OPE Central Team brokerage to ensure effective MOD / DIO engagement at senior levels.
- Provision of OPE Regional Team brokerage expertise to facilitate local solutions.
- £25,000 for 1 year (dependent on when Footprint Strategy published) for options appraisals and work stream implementation.

The Outputs by 2019:

- Effective and co-ordinated partnership response to the opportunities and challenges across Wiltshire arising from the MOD Footprint Strategy and associated disposals.



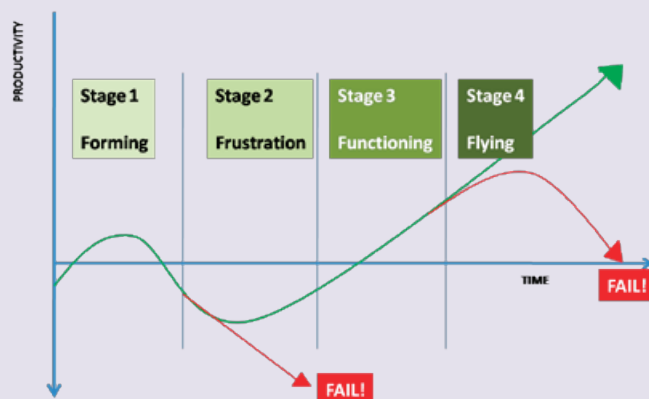
Work Stream 6: One Wiltshire Estate Partnership Development

Overview:

The Cabinet Office and LGA acknowledge that 'partnership working isn't easy....and they require strong leadership and investment of time, energy and patience as much as cash' (OPE Invitation to Apply, April 2016).

Wiltshire recognizes the challenges associated with effective collaborative working. Shared vision, shared commitment, developing a collaborative ethos, collective and individual accountability, and a performance management culture are just some of the critical ingredients. Under-pinning all of this is co-creation – all partners need to work together to co-create their own policies and processes for working together.

The Partnership Life Cycle



The Challenges:

The Partnership Lifecycle identifies 2 key stages where failure can happen. The Frustration Stage is usually around lack of vision; lack of energy and direction; lack of trust and respect; lack of senior level commitment; lack of collective ownership around how the partnership will work and accountability; perceptions of process riding rough-shod over action; formal boardroom meetings stifling creative debate; key personalities dominating proceedings; etc. Flying Stage failure tends to happen when senior-level commitment to the partnership starts to tail off because it is performing; deputies are then sent along to key meetings sometimes (after a while) leading to deputies of deputies attending! The whole thing gets dumbed down; partners start to question the commitment of other partners – then they start to send deputies; the deputies themselves tend not to have delegated authority to commit their organisation to action and have to 'report back to the ranch'; frustration sets in and failure rapidly follows. Trying to resurrect a failing partnership is incredibly challenging.

The Opportunities:

- To consider the implications of the Partnership Lifecycle by undertaking a comprehensive One Wiltshire Estate Partnership governance review and partnership development programme to agree Vision and ways of working including performance management and accountability.
- To develop a One Wiltshire Estate Strategy and rolling 12-month business plan model

The OPE Asks:

- Provision through the OPE Central Team of best practice guidance.
- Provision of OPE Regional Team brokerage expertise to facilitate local solutions.
- £15,000 for 1 year (2016/17) to undertake full governance review and partnership development programme.

The Outputs by 2019:

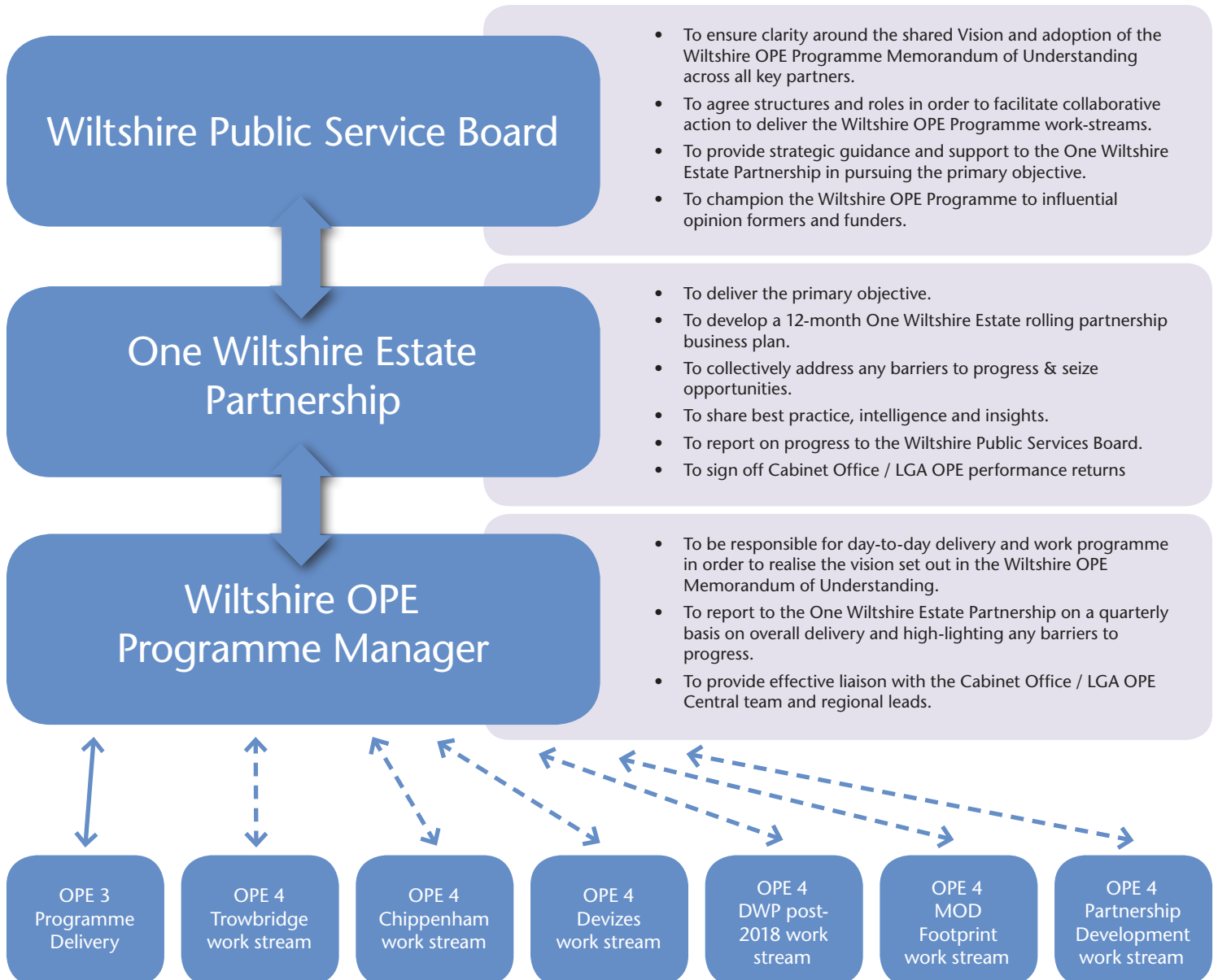
- Fit for purpose One Wiltshire Estate Partnership complete with overarching One Wiltshire Estate Strategy and rolling 12-month business plan.



Indicative Governance Structure

Whilst the One Wiltshire Estate Partnership governance review proposed in this OPE Round 4 submission has yet to be commissioned, our current governance structure is:

Primary Objective – Effective delivery of the Wiltshire One Public Estate Programme



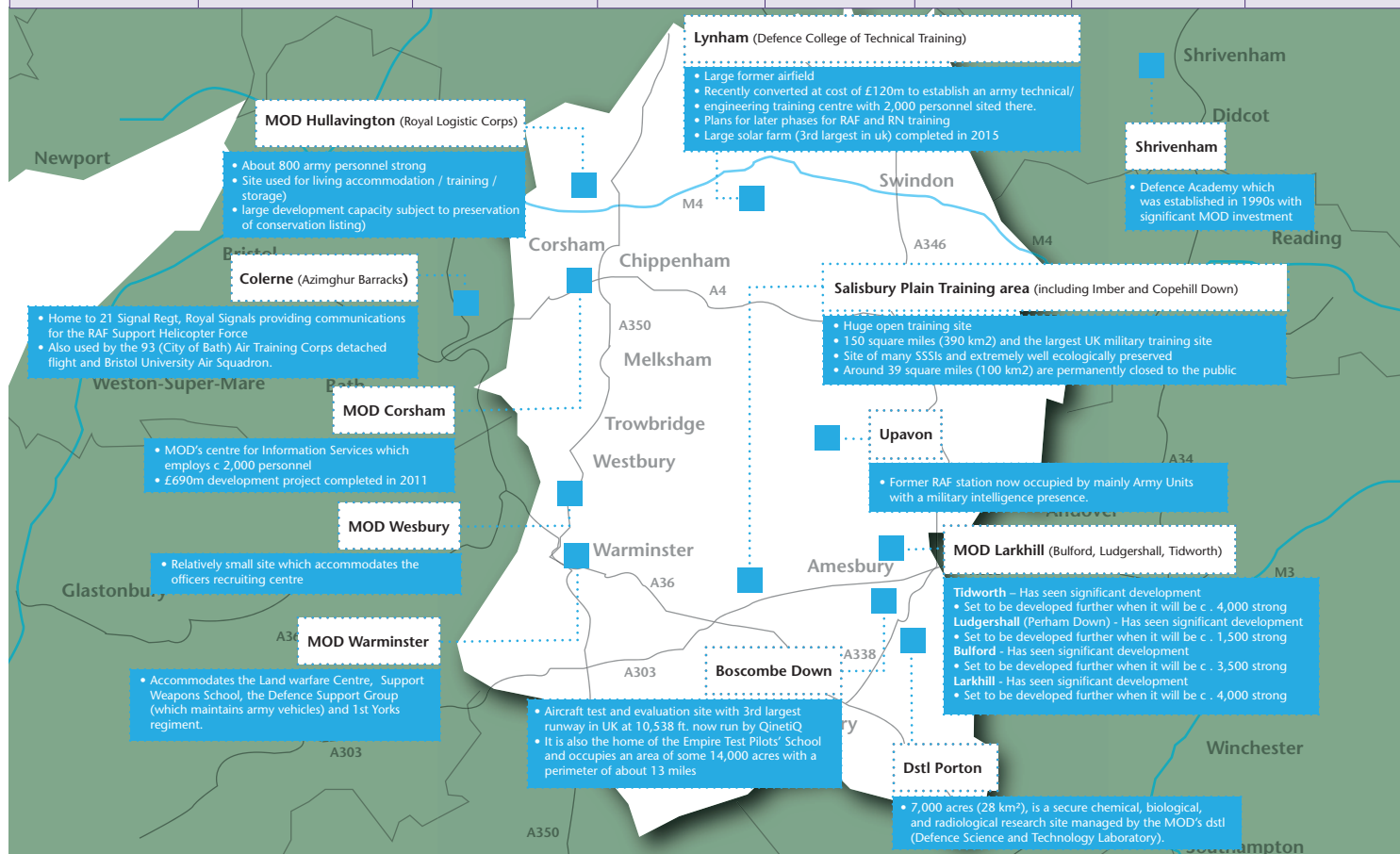
(Note OPE Round 4 activities are subject to successful bid and funding confirmation)

Work Stream	Year 1 (2016/17)	Year 2 2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/21)	Key Outputs	OPE Investment
Work Stream 1: Trowbridge	<p>Develop and produce full business case to comply with NHSE guidance.</p> <p>Liaison with CCG to identify services and accommodation required. Capital Build costs and revenue costs to be identified for the new facility. Stage 1 within the NHSE Guidance.</p> <p>Establish delivery vehicle including legal advice.</p>	<p>Commence planning process.</p> <p>Secure planning permission.</p> <p>Start on site.</p>	<p>Development continues.</p> <p>New Health & Wellbeing Centre open.</p>	<p>Development of 300 new homes completed.</p>		<p>300 new homes.</p> <p>175 new jobs.</p> <p>£5m capital receipt.</p> <p>12 acres of land redeveloped.</p> <p>New Health & Wellbeing Centre.</p>	<p>£95,000 for 2 years (2016/18)</p>
(Work Stream 2: Chippenham	<p>Facility requirements to be identified working with CCG. Located at the greenfield site identified at Chippenham Hospital which is a variation from the Capital Masterplan.</p> <p>Develop options analysis and finalise outline business case.</p> <p>Conservation impact assessment.</p> <p>Development of Ambulance Service specification and facilitate disposal plan of the existing Malmesbury Road site.</p> <p>Establish delivery vehicle including legal advice.</p> <p>Transport impact analysis.</p>	<p>Commence planning process.</p> <p>Secure planning permission.</p>	<p>Start on site.</p>	<p>Development of 300 new homes completed.</p>		<p>300 new homes.</p> <p>175 new jobs.</p> <p>£3m capital receipt.</p> <p>12 acres of land redeveloped.</p> <p>New health care facilities.</p>	<p>£90,000 for 2 years (2016/18)</p>



Work Stream	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/21)	Key Outputs	OPE Investment
<p>Work Stream 3:</p> <p>Devizes</p>	<p>Develop site options analysis and business case for wharf site including site constraint studies, viability and development values.</p> <p>Stakeholder engagement and management.</p> <p>Assemble Development Package.</p> <p>Establish delivery vehicle including legal advice.</p> <p>Produce development options and site valuation for Potterne site.</p>	<p>Full build cost and likely running costs for new primary care facility to be assessed and full business case prepared as required by NHSE Guidance.</p> <p>Complete design and development solution.</p> <p>Commence planning process including public consultation.</p> <p>Secure planning permission.</p> <p>Facilitate sale of Potterne site.</p>	<p>Start on site.</p> <p>Development continues.</p>	<p>Development continues.</p>	<p>Development of 400 new homes completed.</p>	<p>400 new homes.</p> <p>270 new jobs.</p> <p>£3.5m capital receipt.</p> <p>8.5 acres of land redeveloped.</p> <p>New health care facilities.</p>	<p>£140,000 for 2 years (2016/18)</p>
<p>Work Stream 4:</p> <p>DWP post-2018 Service Delivery Model</p>	<p>To work with DWP to map their current service delivery model and develop options for post-2018 service delivery.</p> <p>Agree option; implement new co-located service model with partners.</p>	<p>Commence planning for post-2018 DWP service delivery model across Wiltshire.</p>	<p>Implementation.</p>			<p>Reduced DWP footprint through co-location. Savings to the public purse through reduced running costs.</p>	<p>£30,000 for 2 years (2016/18)</p>

Work Stream	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/21)	Key Outputs	OPE Investment
Work Stream 5: MOD Footprint Strategy	To work with the MOD / DIO to assess the impact of the MOD Footprint Strategy and other associated MOD disposals; and then develop a partnership response and agreed actions.	Partnership actions in response to the MOD Footprint Strategy to be incorporated into the One Wiltshire Estate Strategy and the Partnership's rolling 12-month business plan.				Effective and co-ordinated partnership response to the opportunities and challenges across Wiltshire arising from the MOD Footprint Strategy and associated disposals.	£25,000 for 1 year (dependent on when Footprint Strategy published)
Work Stream 6: One Wiltshire Estate Partnership development	<p>To undertake a comprehensive One Wiltshire Estate Partnership governance review and partnership development programme to agree Vision and ways of working including performance management and accountability.</p> <p>To develop a One Wiltshire Estate Strategy and rolling 12-month business plan model.</p>	<p>One Wiltshire Estate Strategy - secure full partnership sign off.</p> <p>Implementation of the Strategy through the Partnership's rolling 12-month business plan.</p>				Fit for purpose One Wiltshire Estate Partnership complete with overarching One Wiltshire Estate Strategy and rolling 12-month business plan.	£15,000 for 1 year (2016/17)





Wiltshire's contribution to the national OPE Programme

Besides delivering on our Round 3 OPE Programme partnership commitments and this Round 4 OPE Programme (subject to this submission being successful), the One Wiltshire Estate Partnership is keen to play its full part in strengthening the OPE Programme nationally. As such, working with Cabinet Office and Local Government Association colleagues nationally and regionally, we commit to:

- Sharing our learning through 'buddying' with new & existing OPE partnerships.
- Contributing to the OPE benchmarking exercise being undertaken by the OPE Central Team.
- Working with the OPE Central Team in mapping the longer-term outcomes of OPE interventions on economic, social and environmental performance across Wiltshire.
- Offering ourselves as a pilot for joint public sector and private sector OPE working.

Contact:

For further information regarding Wiltshire's OPE Round 4 submission, please contact:

Maggie Rae, Corporate Director, Wiltshire Council
Email: maggie.rae@wiltshire.gov.uk

Robin Townsend, Associate Director, Wiltshire Council
Email: robin.townsend@wiltshire.gov.uk



South Western Ambulance Service **NHS**
NHS Foundation Trust

Salisbury **NHS**
NHS Foundation Trust

Avon and Wiltshire **NHS**
Mental Health Partnership NHS Trust




swindonwiltshire
Local Enterprise Partnership

Great Western **NHS**
Hospitals
NHS Foundation Trust



Department
for Work &
Pensions



NHS
Property Services



Royal United Hospital Bath **NHS**
NHS Trust



NHS
Wiltshire
Clinical Commissioning Group



Ministry
of Defence

Working in partnership with

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