

**DERBYSHIRE COUNTY COUNCIL**

**CABINET**

**14 June 2018**

**Report of the Strategic Director Commissioning, Communities and Policy**

**ONE PUBLIC ESTATE: BUXTON HEALTH CARE AND PUBLIC SERVICES  
HUB, FEASIBILITY STUDY TO EXPLORE COLOCATION OPPORTUNITIES  
ACROSS THE PUBLIC SECTOR IN BUXTON.**

**(Council Services)**

**1. Purpose of the Report**

To seek Cabinet approval to undertake a feasibility study which will consider the viability of developing a joint multi agency service hub in Buxton and for the Council to enter into a Memorandum of Understanding (MoU) with the partnership organisations involved.

To note that a further report be submitted to Cabinet when the results of the feasibility study are available.

**2. Information and Analysis**

Buxton is a key town in the High Peak and has a number of public services provided by High Peak Borough Council (HPBC), Derbyshire Fire and Rescue Service (DFRS), Derbyshire Constabulary, Derbyshire Community Health Services (DCHS), Chesterfield Royal Hospital, Derbyshire, Derbyshire Health Care, East Midlands Ambulance Service (EMAS), local GP Practices and the University of Derby as major public service providers.

Since 2015, the Council has been the lead authority for the North Midlands One Public Estate Programme (OPE) and in conjunction with work being done through NHS England's Sustainability and Transformation Partnership (STP), there is now the opportunity for the County Council to be a significant partner in a major project within Buxton Town Centre.

Agenda Item 7(a)

The proposal is for the County Council to enter into a partnership with the other public sector organisations to develop a business case for a healthcare and public services hub which will be governed by an MoU.

Local Health Services together with a number of other public sector partners, are exploring opportunities to deliver public services within Buxton more collaboratively. The vision is to create a holistic customer focused health, social care and community hub which will improve services, enhance community cohesion and enable services to co-locate with a view to potentially providing co-delivered services in the future.

This proposal will consider reconfiguring, realigning and releasing public assets which have the potential to realise:

- A more fit for purpose public estate,
- Tangible financial savings through capital receipts from the sale of surplus assets and reduced property running costs,
- Benefits of improved service delivery through co-location and integration,
- Easier access to a range of public services,
- Regeneration/Creation of land for housing development,
- Improved community facilities and customer experience of public services through a single point 'hub' and 'multi-space'

There is a lack of good quality, fit for purpose public buildings in Buxton to serve the community; this project will help to address the issues and potentially provide a solution which can deliver a more holistic and integrated service approach.

The need for consolidation of disparate and poor quality sites has been known for many years, but has not had the capacity or provision to deliver such a large scale project across a number of public sector partners. The "Healthy Buxton" project was established over 10 years ago with commitment from a number of partner organisations to deliver a more integrated approach, however, this did not materialise as there were financial restrictions and there was no availability of an appropriate site, that was within easy access of the town centre on which to develop the facility, or necessary capacity.

In December 2017 Derbyshire Community Health Services Trust (DCHS) completed the purchase of a significant portion of a brownfield site (previously the Buxton Water plant) located at Station Road to develop a purpose built hub which will deliver a range of community based NHS services (See attached site plan appendix 1). This hub will provide the opportunity (subject to statutory consultation

and approvals) to consolidate NHS services within the town which currently includes Buxton Hospital, Cavendish Hospital, Buxton Health Centre and Mental Health services and other community based service delivery teams (including associated business service support). It is also hoped that the three GP practices in the town will take the opportunity to co-locate within the hub. HPBC have confirmed their intention to fully support and form part of this new facility.

The County Council was approached by DCHS, in December 2016 via the One Public Estate initiative, to establish the appetite to explore the opportunity to form part of a larger single-site joint services centre which would enable co-location, not only with the Council but with other public services in the town. As a result of this approach, the Derbyshire OPE Programme had endorsement from the Derbyshire Chief Executives Group to support and submit an application for grant funding to facilitate the proposal. This bid was for resources to undertake a formal feasibility of the project.

DCHS, as the landowner and driver for the Buxton project, submitted the funding bid, as part of the North Midlands OPE submission, and was successful in securing £100,000, from the Phase 6 funding round (December 2017) to undertake a feasibility study, on behalf of the Derbyshire OPE Steering Group (which represents all public service partners within the County), to develop an options appraisal around possible future service transformation, system efficiencies and financial benefits supported by property changes.

This grant provides the financial support and capacity to undertake a feasibility study to consider the viability of developing a joint multi agency service hub with a key service provider in Buxton.

The main potential opportunities are in 3 clusters; Kents Bank, Fairfield and Buxton Market place.

**Kents Bank:**

- High Peak and Derbyshire Dales Social Care Area Office
- High Peak and Derbyshire Dales Area Education Office
- High Peak and Dales Support Centre (educational provision)
- Buxton Library

**Social Care and Area Education**

The Council's services are located within a former school in a quiet, residential area of the town. The majority of the accommodation at this site (with the exception of the Library and Support Centre which will be covered separately) is

an office base for Children's Service and Adult Care staff who work operationally around the Buxton/High Peak area.

Whilst the accommodation is well placed for access to the main transport routes, provides good on-site parking and a place where staff have cultivated a good approach to integrated working, the space is fragmented and does not provide an environment which supports collaborative working across other services due to the Library being located between the Children's Services social care and educational early support functions. Moving to a JSH will enable this service to be located together which will better support shared learning and information sharing.

Co-location with other Council and partner public services within a JSC will also bring further opportunities for the services to develop better understanding of other pathways and lead to further integration opportunities.

### **Library**

Whilst the Library is not designed for modern service delivery, they have made the best use of the accommodation available.

The site is 0.7 miles from the centre of town and 1.8 miles from the centre of Fairfield. Public transport connections using bus services are available from the centre of town every 2 hours (20 minute journey).

High Peak and Dales Support Centre:

The site is also the location of the High Peak and Dales Support Centre which has places for a maximum of eight young people on a part-time basis (in key stage 2 and 3) who are at risk of or who have been excluded from an educational setting. Teaching takes place in a 'discrete' part of the building with its own outside space and two classrooms.

The Support Centre is a maintained educational placement and as such has a DfE number, its own governing body and particular needs that will not be easily replicated. Any significant changes to its location would be subject to a full public consultation and could be a lengthy process.

### **Fairfield:**

- Fairfield Children's Centre
- St Nicholas Hall Adult Education Centre
- Fairfield Community Centre (Services for Teenagers)

The three properties in this cluster are in an excellent location to directly serve the needs of this community, being in the centre of the estate and is close proximity to the community's shops and schools. There is a small, but adequate car park on the site.

However, the Adult Education Centre and the Community Centre are in a poorer state of repair and do not present an attractive presence in the community.

For targeted service delivery and community engagement, it is beneficial for the Council to retain a dedicated presence in Fairfield. However, the current configuration and condition of the three buildings on the site does not help the Council to deliver a modern, responsive and community focussed service.

**Buxton Market Place:**

- Registration Service
- Corbar View
- Eagle Parade

HPBC's Town Hall is the location for the Registration Service and the current accommodation is very small, has no dedicated waiting area (which is difficult for those waiting to register a death) and the condition is extremely poor. The Service also does not have a dedicated civic space to perform marriage and civil partnership ceremonies.

Corbar View and Eagle Parade are buildings of a considerable size and are in a prime location on the Market Place. Both buildings are leased out to the NHS (Corbar View) and the Buxton Volunteer Bureau (Eagle Parade).

See appendix 2 – Site locations.

Within Buxton there are a number of service providers which would benefit from a more cohesive approach to the way in which services are delivered.

The assets held by the Council, as identified in section three, costs the authority approximately £400,000 per annum to run, have a back log maintenance liability of approximately £1million and hold the potential to generate significant capital receipts from the sale of surplus land and buildings which this project could facilitate.

The Kent's Bank complex could provide land for much needed housing and provide a capital receipt.

In light of the significant progress that has been made by the OPE, DCHS and the success of the partnership in securing the OPE funding there is a requirement to implement a more formal arrangement between the key stakeholders. The recommended approach is the formation and governance of a partnership arrangement through a Memorandum of Understanding.

The purpose of the MoU is to record the parties mutual understanding and the objectives regarding the proposed Heath Hub, to work collaboratively and co-operatively, ensuring participation and commitment to taking part in an options appraisal/feasibility study.

The Council will need to ensure that relevant consultation is undertaken prior to any decisions being implemented following the feasibility study into the viability of developing a joint multi-agency service hub.

### **3. Financial Considerations**

The feasibility study will be funded from the OPE grant and will identify a potentially viable development scheme, including the associated sites, and a detailed business case in accordance with HM Treasury "Green Book" guidance. Where other requirements of this brief can be met a further report will be produced.

The Report will include the following:

- a. A viability assessment including final valuation for each option being put forward
- b. A recommendation of a preferred option together with a full financial appraisal
- c. A delivery strategy for the scheme including potential sources of public and private sector investment
- d. A draft development programme including cash flow requirements which will enable the Partners to achieve RIBA Stage 2.

#### **4. Legal Considerations**

The Director of Legal Services will advise on the terms of the MOU and any other related issues.

#### **5. Human Resource Considerations**

Relevant consultations with the workforce and trade unions will be undertaken, as necessary prior to any decisions being taken following the feasibility study.

#### **6. Social Value Considerations**

The One Public Estate initiative is a vital part of the County Council's work on improving access to services. The proposal could assist in housing delivery and economic regeneration.

#### **7. Other Considerations**

In preparing this report the relevance of the following factors has been considered; prevention of crime and disorder, equality and diversity, environmental, health and transport considerations.

#### **8. Background Papers**

None

#### **9. Key Decision**

**NO**

#### **10. Call-in**

Is it required that call-in be waived for any decision on this report? **NO**

#### **11. Officer's Recommendation**

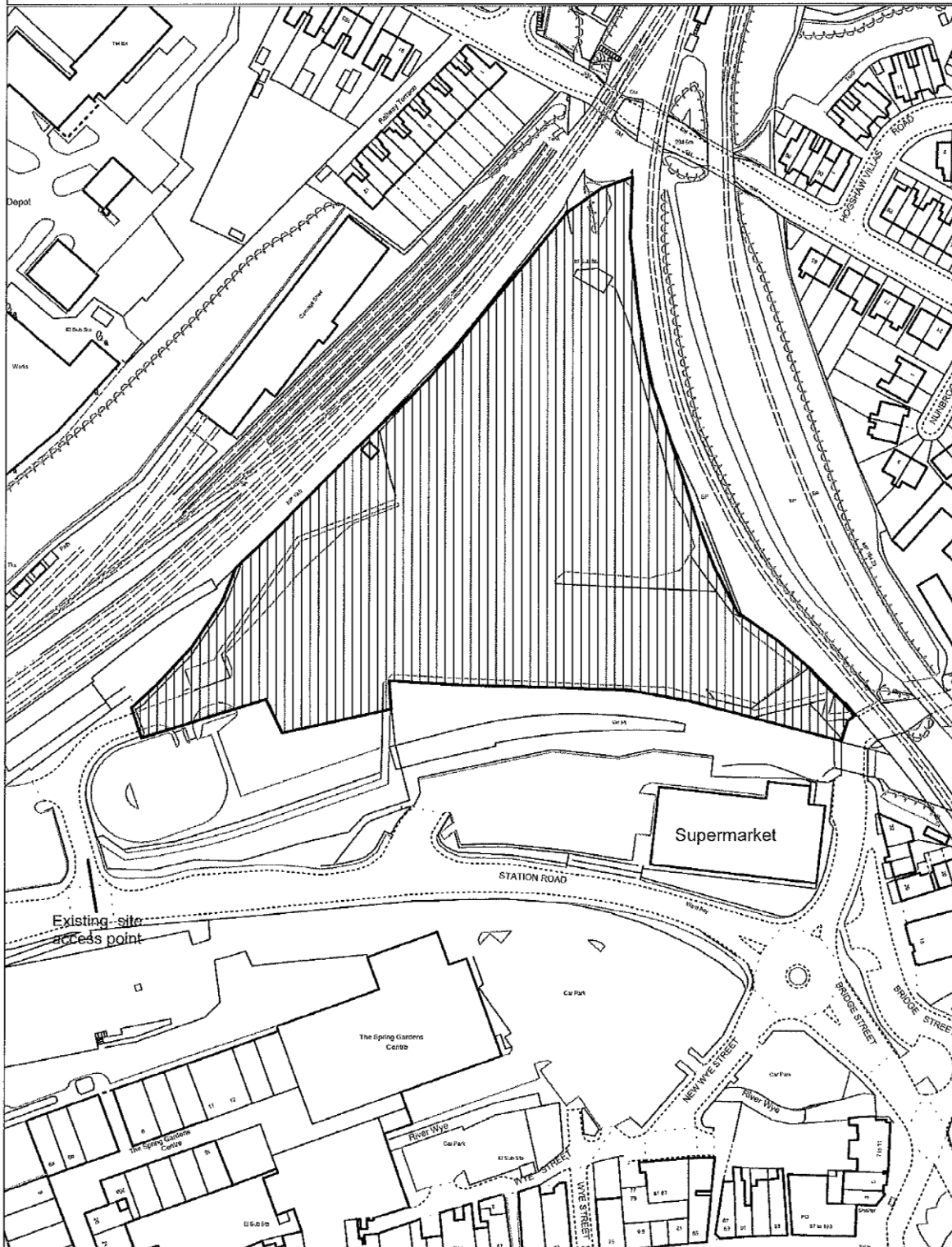
That approval be given to undertake a feasibility study to consider the viability of developing a joint multi agency service hub in Buxton and for the Council to enter into a Memorandum of Understanding (MoU) with the partnership organisations involved.

That a further report be submitted to Cabinet when the results of the feasibility study are available.

EMMA ALEXANDER  
Strategic Director Commissioning, Communities and Policy

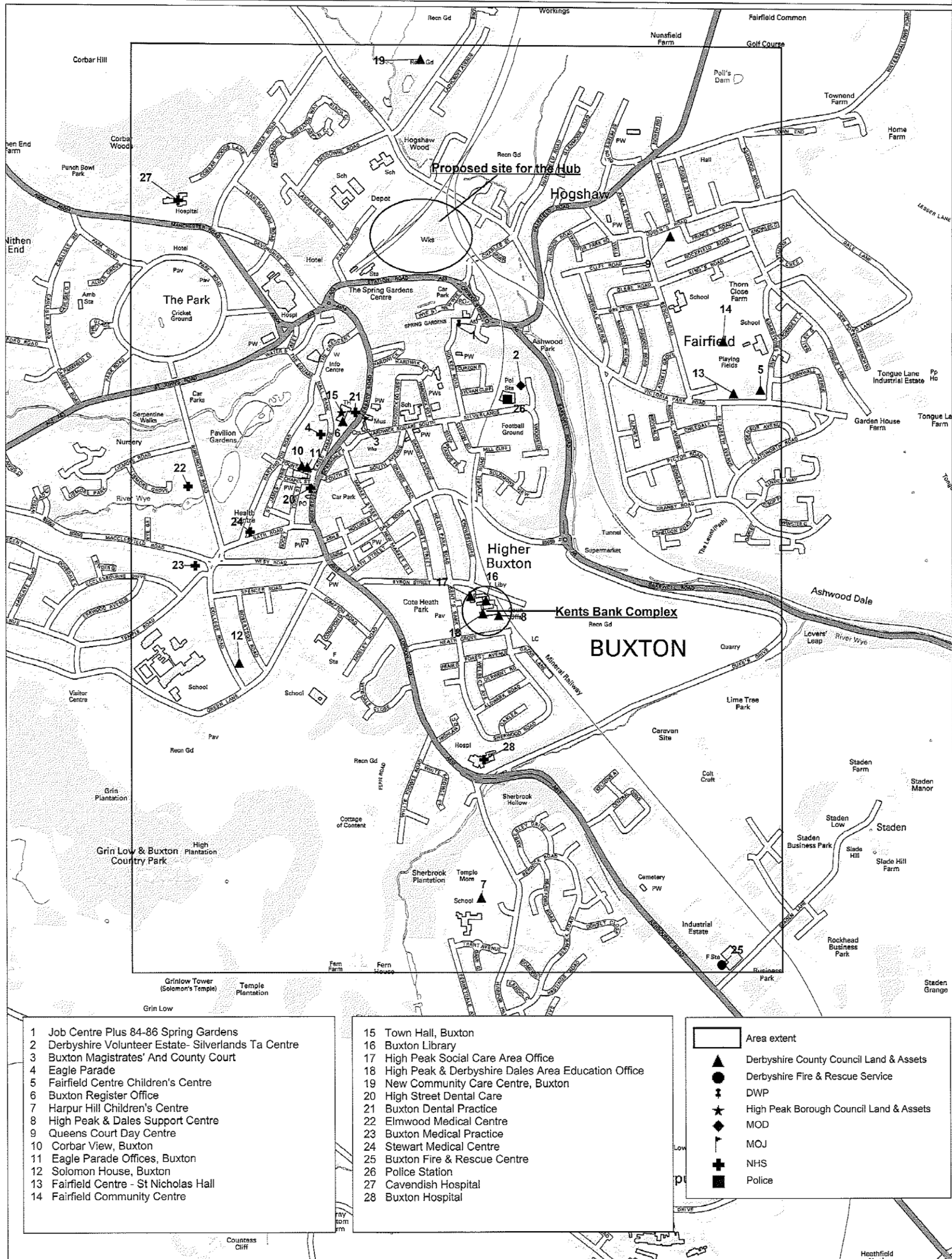


Appendix 1- Site of the proposed Joint Services Hub



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## Appendix 2 - Buxton Locality



Scale - 1:10000 at A3

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