

DERBYSHIRE COUNTY COUNCIL

CABINET

20 September 2018

Report of the Strategic Director Commissioning, Communities and Policy

**ONE PUBLIC ESTATE: SHIREBROOK JOINT SERVICES HUB, FEASIBILITY STUDY TO
EXPLORE COLOCATION OPPORTUNITIES ACROSS THE PUBLIC SECTOR IN SHIREBROOK**

(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 Shirebrook and for the Council to enter into a Memorandum of Understanding (MoU) with the partnership.

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

2. Information and Analysis

Shirebrook is a town in the Bolsover district of North-East Derbyshire on the border with Nottinghamshire, with a population of approximately 13,300 and is one of the most deprived areas in Bolsover, reflected in key social and economic indicators, such as employment levels, health, skills and economic inactivity.

Shirebrook has been the focus of significant regeneration and economic development activity for the past 15-20 years, and remains a key priority for Bolsover District Council and its strategic partners. Despite its high level of deprivation, the area continues to show positive signs of economic growth with the Homes England delivering a housing scheme with Keepmoat for over 1,000 new homes, plans for a major supermarket, and the Town Council gearing up to deliver ambitious and exciting plans for the town centre including the regeneration of the Town Park and new Council offices.

Due to the diverse range of a services delivered from a number of fragmented sites, of varying quality and purpose, a number of public service providers are showing an increased commitment to reshaping the delivery model for Shirebrook which will enable wider benefits for the community and service providers and address additional financial and social pressures on the system. 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.

Derbyshire County Council, Bolsover District Council, Shirebrook Town Council and Derbyshire Community Health Services have come together to explore opportunities to deliver public services more collaboratively.

This proposal could potentially reconfigure, realign and release public assets which could 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'

Since 2015, the Council has been the lead authority for the North Midlands One Public Estate Programme (OPE) and has identified the opportunity to reconfigure operational assets to support a progressive service delivery model.

Programme activity has identified a real need to collaborate across the public sector to realign the type of assets held to meet the changing demands of a changing demographic within the area and will enable the partnership to develop and potentially implement a strategy that will ensure organisations are focused on the reconfiguration of the public estate to form the blueprint for successful management of property and assets in the medium to long term and will encompass the following work streams:

- Service Delivery – The Property and Assets Strategy will be developed with an awareness that services are changing,
- The Community – Public engagement and support plays a significant role in the ability to access services,

- Workforce Evolution – A stronger integration between technology and the service delivery context,
- Value for Money – Ensure that accommodation is well planned, sustainable and fit for purpose,
- Health and Safety – The scope for injury in public buildings is endless, the provision of good quality buildings will ensure that assets are in good condition and meet all fire and other safety standards,
- Equality – Older property stock struggles to address compliance with legislation for ease of access to buildings for all.

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.

Bolsover District Council on behalf of the partnership, submitted a funding bid, as part of the North Midlands OPE submission, and was successful in securing a grant for £50,000, 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.

The 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 providers in Shirebrook.

Specifically for the Council, this project is focussed on the future service and resulting property requirements of the Council's Shirebrook based services and identifying opportunities of how services could be enhanced through co-location and co-delivery with other public sector partners in a joint hub and could bring further opportunities for services to develop a better understanding of other pathways and lead to further integration opportunities.

The main potential opportunities for the Council are:-

Carter Lane Complex

- Shirebrook Adult Education Centre.
- Shirebrook Childrens Centre
- Adult Day Services
- Multi Agency Team

The complex is a large site with numerous services operating independently and dealing with their service users individually. There are several reception areas which service users find difficult to navigate and are confused by the configuration of the building and where to access the services required.

Large areas of the site are not fully utilised and there is no consistency over access to shared spaces.

Access to the site can be difficult; visitors are taken through secure areas so that they can access provision/delivery/meeting they are attending.

Onsite parking is not managed and limited.

Shirevale Resource Centre

- Adult Day Services
- Care Assistants
- Community Mental Health Teams
- Prevention and personalisation

Shirebrook Library, Patchwork Row, Shirebrook

Shirebrook library is a purpose built library which is very well located in the centre of the town being situated next door to the Health Centre and directly opposite the Market Place. There is a large shared car park and also street parking. During 2017, there were 36,772 individual visits by members of the public and 20,115 items of stock were borrowed by 1803 regular service users.

See appendix 1 – Site locations in the ownership of the Council.

The assets held by the Council, as identified, costs the authority approximately £180,000 per annum to run and has a back log maintenance liability of approximately £870,000.

In light of the significant progress that has been made by the OPE, Derbyshire County Council, Bolsover District Council and Shirebrook Town Council 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 Joint Services 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 services 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 Resources 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 flagship initiative in the Council’s plan and forms 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. Key Decision **NO**

9. Call-in

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

10. Background Papers

None

11. Officer's Recommendation

That Cabinet:

11.1 Approves that a feasibility study is undertaken to consider the viability of developing a joint multi agency service hub in Shirebrook and for the Council to enter into a Memorandum of Understanding (MoU) with the partnership organisations involved.

11.2 Notes 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 One - Site Location Plan

