

One Public Estate Expression of Interest on behalf of the Shropshire Estate Partnership

6th May 2016



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1. Introduction

Shropshire Council as lead local partner of the Shropshire Estate Partnership (“SEP”) with support from Place Partnership, is delighted to submit an expression of interest pursuant to Section A of the prospectus: One Public Estate (“OPE”), April 2016 – Invitation to Apply. The prospectus relates to Phase 4 of OPE. Place Partnership, the first multi-agency joint property vehicle of its kind, has a strong track record in relation to previous bids under OPE and has been appointed by the SEP to support its bid. It is also integral to the bid as a property representative for one of the major constituent partners, the West Mercia Police.

This Expression of Interest is for £50,000 funding to be invested in deploying resources to work up a detailed Services and Assets Delivery Plan over a diverse geographic area.

2. Shropshire Estate Partnership – working in partnership

Shropshire Council’s area covers a large and diverse geography comprising a land area of 3,197 square kilometres (1,234 square miles), almost 3 % of England’s land area. There is one principal urban centre, the historic county town of Shrewsbury and a number of important rural market towns, such as Ludlow and Market Drayton, together with a largely agricultural rural hinterland. In recent times the area covered by the SEP has been over-shadowed by others in the region. The SEP sees additionally, the University Centre Shrewsbury a partner with the University of Chester as being a real catalyst for growth.

Shropshire Council is a Unitary Authority which already has a very strong history of working together with other public sector partners and has a vision through this work to improve employment opportunities in the County following the decision of the MoD to close two major barracks within the County. Shropshire Council as the Lead for this bid is also seeking to create a public sector hub that will be the focus for far greater public sector collaboration going forward. This bid is unique in the fact that it covers virtually all the public sector partners that operate in this area and is also relevant to bodies such as the MoD because even though they are moving out of the County they will be releasing two strategic sites that present fantastic opportunities for regeneration

The SEP seeks to:

- Cross regional boundaries to include working with neighbouring authorities such as Telford & Wrekin, Worcestershire County Council and Herefordshire Council
- Align corporate property to service objectives
- Facilitate change in public service delivery
- Drive regional economic growth
- Make better use of the Public Estate
- Deliver a Public Estate that is fit for purpose for the future

The SEP’s plans will include a major operational review of blue light services alongside ideas that are currently being developed with the Health and Social Care Economy around their Sustainability and Transformation Plan.

The SEP comprises:

- Shropshire Council (the lead authority)
- Shrewsbury & Telford Hospital Trust
- Robert Jones and Agnes Hunt Hospital Trust
- West Mercia Police (represented by Place Partnership)
- Shropshire Fire Authority
- Shropshire Community Health NHS Trust

- Shropdoc (Shropshire Doctors Co-operative Ltd)
- NHS Clinical Commissioning Group
- South Staff's and Shropshire Community Mental Health Trust
- National Probation Service
- Ministry of Justice
- Ministry of Defence
- University Centre Shrewsbury (University of Chester)
- Shropshire Town & Rural Housing (STAR Housing).
- DWP – Job Centre Plus
- NHS Property Services
- Network Rail

OPE benefits will be delivered with the support of Place Partnership, which has a track record of successful partnership working. We expect OPE phase 4 to deliver:

- effective cross sector working to develop a cohesive property solution with the aim of optimising the utilisation of public property assets on a much larger scale and driving out value;
- material efficiencies and economies of scale across the property estate;
- a unique model which meets the current government agenda for public sector back office reform and ties in plans to transform the MOD, Council, Health and Blue Light estates;
- achieving the implementation of the design and potential support for large scale rationalisation and regeneration initiatives within its operating area acting as a catalyst for both cost savings and growth through a Shrewsbury Place Review and two further reviews with one focussing on the north and the other the south of the county;
- Maximise potential to share assets combine functions and where appropriate integrate our workforce
- Regeneration of surplus public sector property to support significant housing growth to include affordable homes and employment opportunities.
- To promote the continuing development of University Centre Shrewsbury, to help balance the demography of the County, retaining a younger population and supporting the growth of higher value jobs.
- A series of innovative and ambitious projects that will not only encourage far greater service integration across the SEP but also help with increasing and improving employment and housing opportunities in the County.
- Strong project and programme management support to the SEP to make sure the targets around rationalisation, regeneration and employment are met through quick wins (years 1-2) and further benefits (years 3-5).
- Supporting a more flexible and agile workforce using shared public buildings in Shropshire's market towns.

This aligns to the four goals identified for this round of OPE funding:

1. Creating economic growth (new homes and jobs)
2. More integrated and customer-focused services
3. Generating capital receipts
4. Reducing running costs

3. SEP's Commitment

SEP confirms that it is committed by the end December 2016 to:

- Record all land and property assets owned by partnership authorities (except social housing stock) and public sector partners on PIMS Lite system.

- Have in place an effective board, bringing together partnership members and wider public sector partners who will help to drive your plans. Local authority only boards are unlikely to suffice. Local enterprise partnerships (LEPs) will be crucial players in this engagement – they will be key co-investors in your plans.
- Provide information on the estimated value of all local authority owned land and building within your partnership area.
- Make details of all the land and property owned by the partnership publicly accessible including in authorities' statutory annual reports

In addition SEP intends to provide the following:

- A clear timetable of benefits over a 5 year programme including some early wins in years 1 and 2.
- To work in partnership with Telford & Wrekin Council, Herefordshire Council, Worcestershire County Council, the Marches Local Enterprise Partnership and Central Government.
- To work with the Ministry of Justice who announced in February, 2016 plans to close 86 Courts and Tribunals one of which is Shrewsbury Magistrates Court.
- To work with the Ministry of Defence who will publish its Footprint Strategy in the autumn particularly in relation to the release of the key sites namely Copthorne Barracks in Shrewsbury and Tern Hill Barracks near Market Drayton.
- To work with the NHS and their Provider Engagement project on surplus land which supports NHS trusts and foundation trusts to unlock the value in their estate in Telford and Shropshire and focusing on the release/redevelopment of the existing estate to underpin new care models and deliver the Five Year Forward View.
- To work further with the DWP to look at colocation opportunities for back office support for job centres in Shropshire. Co-location of face to face services are already established in Oswestry, Ludlow and Market Drayton.

4. Objectives

The SEP aims to:

- Release of surplus public sector land for housing and economic growth delivering, over 5 years, up to 1200 homes and 1200 jobs.
- Generate capital receipts in excess of £6.3m over 5 years and savings of £2.1m in running costs across the SEP.
- Shape new integrated service delivery models and a new public sector hub that will better meet the needs of local residents.
- Provide asset based solutions to the integration of health and social care across the SEP.

Because of the unique make up of Shropshire (one large urban centre, a series of market towns and a rural hinterland) we intend to deliver a Place review for the area in three parts:

- a) Shrewsbury
- b) Shropshire – north
- c) Shropshire – south

We consider that this is the best way of quickly assimilating a diverse estate and will deploy teams rapidly to deliver. Detail will be provided in the Service and Assets Delivery Plan to be submitted by 29 July.

5. Place Based Review Programme

The Place Based Review process is a fundamental tool for Place Partnership to support the SEP to deliver against its rationalisation and service transformation agenda.

The vision for a Place Based Review programme will be to analyse information held by the Partnership members by delivering a comprehensive review of opportunities for service integration, estate rationalisation, identifying community benefits and facilitating regeneration and inward investment. As an emerging HEI provider, University Centre Shrewsbury can develop their curriculum to support the provision of work ready students to support new business.

Delivery of such reviews is time consuming if it is to be undertaken fully and comprehensively. It will be resourced by a dedicated Programme Manager, who will identify and liaise with all stakeholders, and fully understand each potential stakeholder's operational business model.

A typical programme cycle is summarised below;

Q1	Q2	Q3	Q4	Q5 onwards
Team Assembly	Scoping Options	Appraisal	Budget Assembly	Implementation

- Map the assets in a locality
- Identify the stakeholders and political/other drivers for change
- Assess which assets are fit for purpose
- Understand all partners operational business models
- Identify local needs
- Identify growth plans and private sector investment opportunities
- Identify solutions for implementation

This will allow the SEP to address and align all of the above into a cohesive single deliverable programme of change for the community and partners benefit.

These will support the delivery of regeneration schemes in conjunction with private sector partners (subject to procurement).

6. SEP Projects/Business Case

The outline plan is set out below, and further work will be undertaken between now and July, 2016 to develop the services and assets delivery plan.

The SEP recognise that as we progress this work, priorities may change and new opportunities may emerge. The business model will be sufficiently flexible to allow this to occur during this feasibility stage.

We would comment as follows;

Lead Authority/Owner	Project	Benefits: Years 1 & 2	Benefits: Year 3-5
Shropshire Council	Rationalisation of back office estate and creation of a public sector hub in Shrewsbury (reducing the occupied buildings of the Council from 10-7)	Revenue saving for releasing 3 Shropshire Council occupied business park buildings £610,000 p.a. in addition to an opportunity to either sell 2 buildings for circa £3.4m or gain an income stream of circa £280,000 p.a.	Revenue from releasing a further 2-3 buildings £220,000 p.a. Further opportunities to vacate Princess House and William Farr, Shrewsbury for redevelopment alongside freeing up

			part use of business parks around the town.
Shropshire Council and Town Councils	Creation of one front door to access services in Market Drayton by occupying the Town Council site and in Shrewsbury accommodating the Shrewsbury Town Council in the library with police and customer services etc.	Release Market Drayton Library for employment, Release the Guildhall to expand the University, the current rental for this surplus site is £370,000 p.a.	
Shropshire Council	Development of the Shirehall as the Public Sector hub	Would increase capacity from 1,200 seats to 1,450 seats and reduce the cost per seat from £1,000 p.a. to £830 p.a. A saving of circa £240,000 p.a.	
DWP and Shropshire Council	Colocation of Job Centre plus back/ front office services in Shrewsbury. Bridgnorth, Whitchurch and Market Drayton	Release of 4 underutilised buildings for alternative opportunities.	
Shropshire Council/Shrewsbury Centre University	Further development of the Shrewsbury Centre University		Ambitions to develop the university to independent status – at 2,500 students the GVA is £60m per annum
Community Trust /SSSFT/SaTH	Development of local enhanced community services including integrated population health and well-being solutions through existing community hospital redevelopment	Consolidation of services into fewer premises in the Bridgnorth, Ludlow, Bishop's Castle and Whitchurch localities, thereby stripping out cost and contributing to savings. As a by-product of consolidation, accommodation will be optimised, supporting increased efficiency and improved staff integration	
Police/Fire/Ambulance	Blue light co-location opportunities in Shrewsbury, Telford and the market towns.	Investigate colocation of Police into Fire Premises at Whitchurch, Bridgnorth and Church Stretton. Investigate opportunities for	Shrewsbury and Telford operational review being undertaken.

		community hubs in Oswestry, Pontesbury and Shifnal police stations.	
Shropshire Fire and Rescue	Development of a Silver command Centre with partners	Integrated emergency planning amongst partners	
Shropshire & Telford Hospital Trust	Consolidation of Princess Royal Hospital, Telford and Royal Shrewsbury Hospital Acute site and development of outreach into the community for outpatients, diagnostics, chemotherapy etc, within partners buildings.	Review of the operational practices to develop agile working and centralise and consolidate services in order to release land for further development. Let's Talk local already provide support in this area addressing Health and Social care needs but could be enhanced.	Surplus land of 2.03 Ha with a potential for 122 residential units.
MoD	Collaboration with the MOD on their disposal plans for Copthorne & Tern Hill Barracks to create new residential and employment opportunities		Release of Copthorne 6.74 Ha of land for potentially 218 properties providing £320k per annum in Council Tax /NHB The Clive Barracks site could release up to 28 Ha of land for development
National Probation Service	Strategic review of Telford and Shrewsbury	Consolidation of Integrated Offender Management with partners	Develop consolidation further into Public Protection hubs
Courts	Releasing accommodation in the Shirehall		Available to expand to accommodate partner needs (1,764 sqm) saving a further £145,000 p.a.
Shropshire Council	To identify opportunities for the inclusion of partners individual and joint property requirements, including a new GP surgery premise within the Shrewsbury West Sustainable Urban Extension (SUE), where the Council is a significant land owner and Phase III of Shrewsbury Business Park. The SUE development timetable		Residential and employment land will be released on the construction of the Oxon Link road in 2020 providing opportunities to develop 750 homes alongside 12 hectares of employment land

	will enable longer term planning of new requirements.		
Shropshire Council	Innovation Park, Oswestry. To create employment opportunities.		Site will release up to 23 Ha of land for employment use.

7. SEP Governance

SEP has established a OPE Shadow Assets Board led by Clive Wright, Chief Executive, Shropshire Council. This will be developed into a formal OPE Assets Board with partners reporting progress to their representative authorities as required on a regular basis and also reporting progress to the OPE via the West Midlands team leads and the Marches LEP Board. This ambitious programme will need both strong project and programme management to not only deliver on three place reviews but also because the ambitions of the SEP cross over into the neighbouring authorities of Telford and Wrekin, Worcestershire and Herefordshire. This support will initially be provided by Place Partnership who already have a proven track record in this field of work.

8. Funding

The critical challenge that SEP will face in taking this ambitious programme forward will be resourcing and therefore the SEP has identified the following areas of support that are considered to be required from the OPE programme:

- Carry out preliminary work to ascertain ownerships, understand service and political drivers and corporate objectives and the subsequent development of more detailed specification work to enable successful submissions to future deadlines: £35,000.
- Working up the greater detail on the projects identified in the initial business case and setting out the detail of the transformation and benefits: £15,000.

Partners have agreed to provide matched funding to allow early and rapid traction to be gained.

This bid for £50,000 OPE funding is in support of the necessary work to enable the SEP's ambition to be realised and the Services and Assets Delivery Plan to be developed and submitted on 29 July. In view of the nature and extent of SEP's partners and the diverse area being covered, it is likely that the SEP will be seeking £500,000 for OPE phase 4 in total.

We look forward to your decision in due course.

Signed:



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