



Cabinet Office



Local Government Association



Department for Communities and Local Government

One Public Estate Phase 6

# DEVON & TORBAY OPE PARTNERSHIP



## Services and Assets Delivery Plan

3 November 2017



West Devon Borough Council



South Western Ambulance Service NHS Foundation Trust



Devon & Cornwall Police  
Building safer communities together



## Foreword

### **Integrating services in our communities. Driving place-based regeneration. Delivering public sector efficiency**

We are delighted to endorse this Devon & Torbay Services and Assets Delivery Plan submission under Phase 6 of the One Public Estate programme.

The Devon & Torbay One Public Estate partnership spans 10 local authorities and serves a population of almost 1 million people. It includes partners from the National Health Service, and the Blue Light Fire Services, and it will seek to work closely with a number of central government departments. Together we have formulated a transformative plan to maximise the potential of the area's publicly-owned estate in order to drive economic growth, improve public service delivery and unlock greater efficiencies.

Devon and Torbay is a very large geographical area. Although much of its population is centred around its 30 market and coastal towns, and the city of Exeter, it has a large rural population which creates significant challenges for the delivery of public services. As a partnership area, productivity and living standards lag behind the national average. While there are areas of strong economic performance, such as Exeter and East Devon, other places are amongst the most deprived in the UK. Yet land for development in key parts of Devon & Torbay is expensive and housing affordability represents a particular challenge, with average price-to-earnings ratios in some areas on a par with parts of London. Housing delivery is difficult due to the high quality of the natural environment with 50% of our land area covered by some form of environmental protection, including two national parks, five Areas of Outstanding Natural Beauty and numerous Sites of Special Scientific Interest. Protecting the quality of this environment requires imaginative approaches to development even in urban areas. Healthcare will be a key focus of a number of these projects, and the Partnership will adopt Public Health England's principle of "Health in all Policies" as being a key consideration when making decisions about the public estate.

At the same time, the public sector plays a significant role in the local economy, contributing a higher-than-average share of GDP. In many towns the public sector owns prime central sites, many of which are underutilised or not designed for modern service delivery. One Public Estate represents a significant opportunity to better manage publicly owned assets in those places, which could help to realise significant social and economic benefits. This application proposes funding studies in 5 places to establish the opportunities for collaboration and regeneration that exist in those locations.

A unique opportunity also exists with regards to Royal Marines Base (RMB) Chivenor in North Devon, which the Ministry of Defence has proposed to close by 2027. Given the importance of the base to the local economy it is critical that options are developed to deliver a sustainable future for the local community. The site is unique and its potential is considerable.

We believe that this programme is both credible and ambitious. The Partnership is committed to its success and will devote significant effort to delivering it. A relatively modest investment from the OPE programme could unlock transformational benefits for the Devon & Torbay economy.

Dr Phil Norrey, Chief Executive, Devon County Council

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## Devon OPE Board OPE6 Services & Assets Delivery Plan – Summary Programme and Outputs

We are seeking **£750,000 capacity funding** to drive forward an ambitious programme of OPE and LRF projects which can potentially achieve the core outputs listed below.

### Our OPE Outputs –

New Homes	New Jobs	Running Cost Savings (£m pa)	Capital Receipts (£m)	Private Inward Investment (£m)
<b>2300</b>	<b>2300</b>	<b>0.9</b>	<b>100</b>	<b>536</b>

## Our Land Release Fund outputs –

Total LRF Funding applied for	Number of projects	Housing units enabled
<b>£11m</b>	<b>9</b>	<b>1100</b>

Devon is a new OPE Partnership covering an extensive geography and a diverse public asset base. We have included a wide range of locations representing the scale and public service needs of our urban, rural and coastal communities which will act as the test-bed enabling us to roll good practice out across the county and with multiple public agencies. Our partners are enthusiastic about the joining the programme but we require significant capacity funding and government support to get the best from OPE and unite it with our existing economic growth and housing strategies. We have prepared an integrated programme which brings the management of our OPE programme and our LRF programme under the Devon and Torbay OPE Board. We believe this brings benefits because we can take a strategic view across the region about how OPE and LRF are jointly contributing to economic growth, housing release and service efficiencies. In many cases we expect our OPE and LRF projects to be working alongside each other to maximize impact.

We are committed to meeting the OPE core criteria and we have a tailored and balanced programme which will be–

- Releasing significant sites for housing, economic growth and regeneration
- Achieving capital receipts for central government and local government partners
- Designing collaborative projects which will achieve efficiency savings for partners and improved and integrated service improvements

The two core streams of our programme are:

RMB Chivenor – The Ministry of Defence has said that it might close RMB Chivenor before 2027. At circa 250 ha in size RMB Chivenor occupies a level and accessible site directly on the attractive North Devon coast, 5 miles north west of Barnstaple, northern Devon’s sub regional centre.

Whilst the local community does not wish to see the base close, there is a desire to be at the forefront of any discussions regarding future uses of the so that we are able to mitigate the economic impact if the MoD confirms the base's closure. The site could deliver a transformational project – a new community comprising a large quantity of housing, possibly several thousand units, alongside high quality employment spaces plus leisure and community space in a unique coastal setting. There would also be significant potential to co-locate local public services on the site.

Thriving Towns - Towns are a key part of the economic fabric of Devon & Torbay. They are central to successful local economies, offering jobs and a base for both small and large businesses. They also play a key social role and are at the core of community life. A large number of public organisations operate in these towns and cities, including local and central government, NHS, police, fire, ambulances and others. More often than not, these organisations operate across separate sites in under-utilised properties. There is therefore significant potential to co-locate partners and free up valuable town centre brownfield sites for economic development (e.g. employment space or housing). In doing so, this programme of work could act as a catalyst to reinvigorate local town economies and support vibrant and sustainable communities. Healthcare will also be a key focus in some of these places

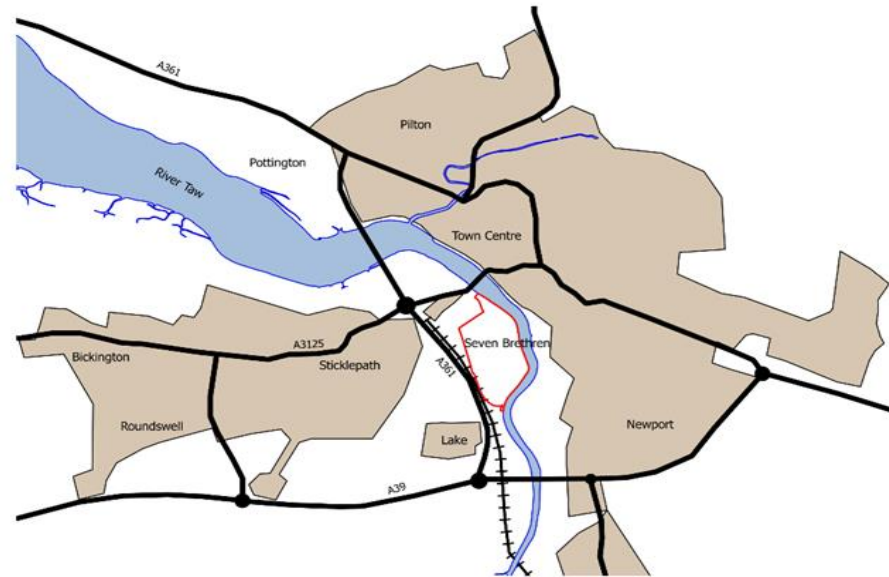
The table below summarises the components of our OPE6 programme:

OPE Project	What will it achieve?
<b>Devon and Torbay OPE and LRF Programme Management</b>	Capacity funding to manage the Devon and Torbay Programme and coordinate project delivery for our OPE programme and LRF programme
<b>Royal Marines Base, Chivenor</b>	While we await the Ministry of Defence's final decision on the closure of the site, we want to develop options for the economic regeneration of this major asset in a unique environment on the Taw Estuary. If the base is closed this could be a transformational project for the region's economy.
<b>Thriving Towns Programme</b>	
<b>Barnstaple-Ilfracombe</b>	A comprehensive assessment of the public asset base in these north Devon towns to unlock housing and regeneration schemes and improve service offers including health

<b>Paignton Health Hub</b>	A collaboration scheme between the local authority and NHS to create a new health hub, library and other public services contributing to the wider town centre regeneration
<b>Okehampton</b>	An asset review with a health and local authority focus which will develop collaborative proposals to improve service delivery in a more remote rural area
<b>Axminster</b>	An asset review seeking to meet local aspirations for improved services and new housing in this small market town
<b>Exmouth</b>	An asset review which will be used to reinforce delivery of the seaside town's ambitious regeneration and economy plans
<b>Land Release Fund</b>	
<b>Torbay Council. 7 Town Centre Strategy sites</b>	Bringing forward key sites to boost town centre regeneration and housing in Torquay, Paignton and Brixham
<b>North Devon Council. Seven Brethren site, Barnstaple</b>	The major brownfield site in Barnstaple occupying a prominent riverside site
<b>Teignbridge Council. Bradley Lane, Newton Abbot</b>	Redevelopment of a run- down industrial estate in the town centre of Newton Abbot



Paignton Health Hub



Seven Brethren LRF site, Barnstaple

## OPE6 Services & Assets Delivery Plan – Capacity Funding Summary

Our request for **£750,000 capacity funding** will be invested in the following core areas during Years 1 and 2 of the Programme



<b>ACTIVITY</b>	<b>total</b>	<b>Yr 1 2017/18</b>	<b>Yr 2 2018/19</b>
<b>Devon OPE programme and project management &amp; LRF programme and project management</b>	£250k	£50k	£200k
<b>RMB Chivenor Visioning and masterplanning</b>	£150k	£50k	£100k
<b>Thriving Towns Asset Reviews Exmouth £75k Okehampton £50k North Devon £75k Axminster £50k</b>	£250k	£50k	£200k
<b>Paignton Health Hub £100k</b>	£100k	£20k	£80k
<b>TOTAL CAPACITY FUNDING</b>	<b>£750k</b>	<b>£170k</b>	<b>£580k</b>

## Responding to new agendas in Devon and Torbay

Devon is the third largest county in the UK, with a total area of 2,500 square miles. The distance from Ilfracombe in the north to Dartmouth in the south is around 80 miles, and from Tavistock in the west to Axminster in the East is 70 miles. While Torbay is relatively compact (350 square miles) and more urbanised, Devon is the seventh most sparsely populated county in the UK, with few large settlements and a dispersed rural population.

The rural nature of the area makes the planning and delivery of public services a complex issue. Rurality can create problems of accessibility, both physically and digitally, which makes it harder to ensure that services are available to those who need them most. However, models of service delivery are adapting to this challenge and technological changes are enabling new approaches. For example, the Local Authorities are investing heavily to extend the rollout of superfast broadband to rural areas which will open up more online services to those far from population centres. In some cases, agencies have collaborated to better integrate their services. For example, Devon County Council led a project to integrate social care with health services in 26 market towns across the County, in part with a view to improving the accessibility of services to users. But in many cases, it remains the case that the public estate is not well configured to modern models of service delivery. This presents significant opportunities for reform.

As a partnership area, productivity and living standards lag behind the national average. While there are areas of strong economic performance, such as Exeter and East Devon, other places are amongst the most deprived in the UK – which is reflected in Devon's EU Assisted Area status. Yet land for development in key parts of Devon & Torbay is both scarce and expensive. Housing affordability represents a particular challenge, with average price-to-earnings ratios on a par with parts of London. Housing delivery is difficult due to the high quality of the natural environment and extensive areas of green field sites. Public opinion does not embrace new housing development and development costs can be higher than other parts of the UK.

At the same time, the public sector plays a significant role in the local economy, contributing a higher-than-average share of GDP. The NHS and Devon County Council, for example, are the largest employers by some distance and also some of the largest individual landowners. This One Public Estate initiative could not have come at a better time for Devon & Torbay. Over the past decade, public sector organisations across Devon and Torbay have been working in partnership to identify opportunities for improved use of public assets. These range from shared accommodation projects, to joint commissioning of services and integrated teams.

Key examples include the co-location of Community Health & Social Care Teams, which are focussed on dealing with long term complex conditions in older people, in 26 different market and coastal towns across Devon. This 2 year programme of work contributed to the rationalisation of several leasehold and freehold properties. A further example of joint working is Devon's Multi Agency Safeguarding Hub (MASH). The MASH is a Hub focussed on child protection, which is hosted by Devon County Council at County Hall in Exeter and provides accommodation for staff from the Council, the NHS and the Police.

These innovative projects have led to demonstrable improvements for service users, reduced unnecessary costs and unlocked land for more productive uses, including housing and mixed business use. Devon County Council alone has disposed of 77 properties over the last five years, generating over £30m in receipts and reducing running costs by £1.5m p.a.

One Public Estate has the potential to greatly accelerate and expand this work, bringing in new partners and identifying and unlocking wider economic opportunities. The programme has the potential to be transformative for many parts of the Devon & Torbay economy and for the delivery of services in key locations, including in rural areas.

One Public Estate also fits well with local economic priorities, as articulated in the Heart of the South West draft Productivity Strategy which is out for public consultation until 30 November. The Heart of the South West LEP strongly endorses this application. Housing affordability in particular is one of the biggest challenges in Devon & Torbay, with a lack of affordable housing acting as a constraint on economic growth in many places. Local Authorities in the area are stepping up their efforts to unlock sites for development through the adoption of Local Plans. One Public Estate will help to further this work and develop innovative ways of supporting local economies through the better management of public assets.

It is worth noting the recent demographic forecasts the Joint Strategic Needs Assessment has developed – they show that by 2037 the population profile will further exacerbate the issues above – not just the significant increase in over 70's but also the shrinkage of the working age population and the impacts that will have on our economy.

## Our Partnership Area – the geographies served



## Demographics, economy and housing and Local Priorities/Strategic context

The Devon & Torbay population is diverse in its needs. Devon and Torbay has an older population profile than England with a higher proportion in older age groups. All Devon districts have a higher proportion of those aged 85 and over than England, with particularly high concentrations in coastal and market towns. This trend is continuing with a projected increase in population of over 100,000 in the next 20 years which is concentrated in older age groups. Internal migration movements within the UK have a more significant impact than international migration, with a strong net flow from the South East of England. All of these factors create challenges around an increased demand for public services and how those services are accessed, housing viability and affordability and the supply of working-age labour for local employers.

The Devon economy produces over £15billion of output per year, which is nearly £2billion more than Bristol. It has been performing strongly in recent years and is now close to full employment, with only 0.9% of residents claiming Job Seekers Allowance or Universal Credit unemployment benefit and average wages rising faster than the national average. However, productivity and income levels remain low by national standards. For example, UK GVA per head is £25,601, but just £20,503 in Devon. Indeed, the productivity gap between Devon and the rest of the UK as actually widened in the last decade: GVA per hour in is now just 85% of the UK average. This low level of productivity impacts on housing affordability – which in parts of Devon & Torbay is on a par with some London boroughs - and on relative poverty.

Moreover, the averages mask significant differences in economic performance within Devon & Torbay. Exeter is the best performing district with a GVA per head of £32,000, which has been growing strongly in recent years. This growth has been shared in parts of East Devon, Teignbridge and Mid-Devon. But in Torrington, in the North of Devon, GVA per head stands at less than half (£15.3k), putting it in the bottom 10% of districts nationally. These disparities are reflected in educational, health, and social outcomes. For example the local authorities with the highest proportion of people with no qualifications are North Devon and West Devon and the lowest is Exeter. There is variation in the proportion of people claiming health-related benefits (Employment and Support Allowance and Incapacity Benefit) in Devon with the highest levels in North Devon and Torrington. Food poverty (the inability to afford or have reasonable access to food which provides a healthy diet) is a significant issue and is increasingly affecting people in low paid employment.

Torbay comprises three towns: Torquay, Paignton, and Brixham. It has 22 miles of coastline and 48% of its land area is countryside or has an important landscape designation. It is one of the country's top 10 visitor destinations, welcoming 4.5m visitors every year. Torbay has significant budget pressures, as a small unitary authority area (24 sq miles), with a population of 133,500 (which is projected to grow by 10% over the next 20 years) and responsibilities for adult and children's services for example. This drives the need for budget savings, income generation, efficient working with partners and productive use of a limited land supply.

Torbay has embarked on ambitious growth and regeneration plans. All the building blocks, such as up to date plans and strategies, are in place for growth and regeneration. The Council is moving with pace and at scale to deliver:

- Regeneration of its three town centres, with the Council using its own land and finance to lead that delivery;
- Significant new business space, to meet strong demand and the needs of a strong entrepreneurial culture;

- Major infrastructure improvements, including road, rail and sea defences;
- Major urban extensions which, coupled with town centre regeneration sites, provide space for housing growth.

Torbay's ambition has helped secure recent investment and further investment is planned. As such Torbay has seen or expects to see: over £75m of investment from overseas, specifically in business growth and the hospitality industry; about £50m in investment from within the UK, specifically to support hi-tech growth, business expansion, the hospitality industry and place making; and over £60m by the Council itself, in economic development and regeneration.

Addressing these challenges will require innovative and creative solutions, to unlock barriers to growth including development viability, particularly in the context of reduced government funding for regional economic development. Optimising the public estate can offer a win-win by enabling the transformation of public service delivery while at the same time unlocking sites for new economic uses. This in turn can help to drive improvements in economic, social and health outcomes in key locations. Accordingly, this application has been endorsed by the Heart of the South West LEP as being fully consistent with their objectives for local economic development.

## Why OPE?

We have a transformative plan to maximise the potential of the area's publicly-owned estate in order to drive economic growth, improve public service delivery and unlock efficiencies. Recent collaborative projects have led to demonstrable improvements for service users, reduced unnecessary costs and unlocked land for more productive uses, including housing and mixed business use. Devon County Council alone has disposed of 77 properties over the last five years, generating over £30m in receipts and reducing running costs by £1.5m p.a.

One Public Estate has the potential to greatly accelerate and expand this work, bringing in new partners and identifying and unlocking wider economic opportunities. The programme has the potential to be transformative for many parts of the Devon & Torbay economy and for the delivery of services in key locations, including in rural areas.

This OPE partnership will work closely with other geographical groupings across the region. For example, we are working closely with our Local Enterprise Partnership to drive economic growth and to reduce inequality. In addition to our 10 local authorities we have partnered with Devon Shaping Future Care STP representing the health partners across Devon and Torbay, the blue light services and the HCA to develop this bid. Further partners will be added from central government (DWP, MoJ, MoD) once the programme is up and running and the OPE Board is meeting.

This programme is both credible and ambitious. The Partnership is committed to its success and will devote significant effort to delivering it. This would be supported immeasurably by the expert support and convening power of the OPE programme. Moreover, with resources tight for most partners, a small amount of external investment can help to unlock benefits much faster than might otherwise be possible.

#### The Regional MOD context –

The Ministry of Defence is rationalising its estate nationally, which is likely to impact across the Heart of the South West area. For example, the MoD has proposed the closure of both RMB Chivenor in North Devon and RMB Norton Manor Camp near Taunton, while other areas such as a Plymouth could see a transfer in of functions as part of the redeployment. These changes are likely to have a significant impact on the local economies and communities in which those bases are located. Should these changes be implemented, they may also present an opportunity to help to address some of the long-term economic challenges facing the region, for example a lack of housing supply or good quality employment opportunities. An application has been submitted to the Local Enterprise Partnership to support an analysis of the economic impacts of those bases and the long-term challenges faced by those local economies. We are keen to use the OPE Programme to maximise the opportunities presented by MoD rationalisation to boost the economy and housing development and we will look how other OPE groups are managing this such as Wiltshire Council's Military Civilian Integration Partnership

#### Transforming the Healthcare estate –

By joining our OPE Programme with the work of Devon's NHS STP area we can exploit efficiencies in this large and diverse estate. The healthcare estate in the Devon STP covers 640,000 m2 including a communities hospitals estate of 83,000m2. The OPE Programme will support NHS reform and there are significant opportunities for collaboration with other public sector organisations to share space, utilise spare capacity and potentially to release surplus land for other economic uses. This will help to enable a configuration of community buildings that is fit for purpose to deliver integrated health and social care services of the future. Potential projects could include collocating community health services with local authority services, central government services, libraries, educational facilities or voluntary organisations. These hubs would reinvigorate the areas they serve and improve experiences for patients. Surplus land could also be released for more productive economic uses, including housing.

## Our OPE 6 Programme

We have refined the themes in our EOI and have now merged the Thriving Towns and Transformative Healthcare themes into a single strand. We want to pursue opportunities from the whole public asset base in these towns including - but not limited to - the NHS. The Partnership has

identified a number of places where OPE can support a programme of work to analyse the wider public estate in those localities to identify the potential for mutually beneficial collaborations. The decision about how health assets are managed would remain with the NHS, but this process will help to ensure that all possibilities for the sharing of estates have been explored before such decisions are taken.

A summary of our OPE programme is shown below and we have included detailed project templates in our **Appendix Document** which detail the individual funding, project benefits, delivery milestones and risk management–

## 1. OPE Programme Management capacity

Funding to manage our OPE Programme at Devon and Torbay level and co-ordinating delivery of the OPE projects with the local partners

We are therefore requesting £250,000 OPE programme management funding over a two year period to invest in dedicated resource to assume day to day responsibility for our progress and our partnership activity. As a new partnership we need to build up capacity and active engagement with our partner organisations and their delivery teams on the ground. The funding will be used to fund an OPE Programme Management Office with technical and administrative expertise backed up by consultancy resources where required to report to the OPE Board and coordinate the OPE projects by working with local delivery partners. The Programme Manager's activities will include -

### A. Programme Management. Supporting the activities and reporting progress to the Devon and Torbay OPE Board

- Secretariat for the Devon and Torbay OPE Board
  - GPU/LGA reporting
  - Ensuring that the OPE and LRF Programme is on target to deliver through interaction with project delivery teams
  - Accountable body function
  - General administration

### B. Project Support. Commissioning resources to support OPE projects and LRF projects and providing support and advice to the local delivery teams. Providing project management resources for the projects where this is lacking in local delivery teams.

- Supporting the delivery teams with central procurement for technical and feasibility studies on their projects via frameworks and tenders. This will streamline procurement and ensure we get consistent and high quality advice used across the programme



- Providing a project manager (temporary contract or consultancy) where projects do not have this capacity locally. As well as managing project delivery the PMs will be responsible for managing the project governance. For example on RMB Chivenor we anticipate setting up a stakeholder board led by a local business champion to oversee the visioning and masterplanning process.
- Funding additional feasibility and technical studies where projects proceed beyond the asset review and need additional budget to progress to the next stage of delivery eg site options studies, design and cost planning, technical assessments on land eg utilities information, contamination, flood defence, infrastructure, legal advice and planning applications, financial modelling of schemes, support with consultation and project communication.

## 2. Royal Marines Base (RMB) Chivenor

A transformational project which can deliver upwards of 2,000 houses plus a similar number of jobs. OPE funding will develop options for the future of the site and establish accurately its potential for economic and housing development. If the MOD confirm the closure of the base, we would want to establish a protocol with MOD for the phased release of the site and prepare a regeneration plan that can engage national and local stakeholders and create a sustainable new community and economic growth. We will undertake visioning and masterplanning studies, undertake market sector assessments, and investigate delivery options for the project.



RMB Chivenor, on Taw Estuary 5 miles from Barnstaple

### 3. Thriving Towns

- **Paignton Health Hub** – an NHS/local authority collaborative project co-locating health services with a library and other services to deliver improved services and release assets. Sits within the wider Paignton Civic Hub regeneration programme which is also seeking LRF for mixed used development sites.
- **North Devon Public Estate Review** - identifying opportunities for land release and public sector collaboration through carrying out an estate review of key sites in the North Devon region specifically within Barnstaple and Ilfracombe. The two towns contain significant assets particularly local authority and health sites.

- **Axminster Public Estate Review** – East Devon District Council is keen to work within the OPE initiative and with other public bodies to make best use of our assets to support our communities and local economies. We are interested in supporting new jobs and homes in Axminster. We look forward to OPE supporting public bodies in the town to assess their assets and services and explore with us how EDDC might participate and identify opportunities to release housing land and service efficiencies through improving utilization of assets and carrying out estate rationalization in this small rural town.
- **Exmouth Public Estate Review** – Much has already been achieved in the use of the public estate in Exmouth and EDDC has a committed regeneration focus in the town. Subject to detailed consideration and decision by EDDC members on this OPE proposal, the council is already leading an existing regeneration partnership that can be key to the delivery of an OPE scoping exercise in Exmouth. This review is proposed to take advantage of the considerable public asset base to support this larger seaside town's ongoing regeneration and economic growth strategy.
- **Okehampton Public Estate Review** – addressing the issue of poor condition, underutilized and underperforming public estate through identifying collaborative opportunities to co-locate and release land for housing development



Exmouth Police Station



Okehampton Hospital



Paignton Hospital

#### 4. Support from Central Government

- Help to deliver the support of central government departments and unblock any potential co-ordination issues e.g. conflicting departmental priorities. Specifically, the programme team's assistance is sought to facilitate engagement with the MOD, DWP and MOJ.
- Provide access to learning from best-practice OPE partnerships elsewhere in the country
- Provide links to expert support such as master-planning, property, space utilisation, inward investment
- Dedicated workshop(s) and technical advice for local authorities for migration on to ePIMS lite system

## Our Land Release Fund Programme

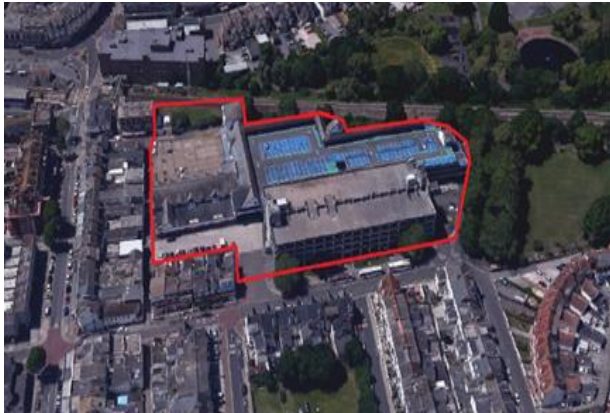
Our local authorities are enthusiastic about using the LRF both to contribute to housing supply in areas of pressing need and to help drive forward regeneration of key town centre sites. We have carefully assessed those sites which are in a position to deliver enabled housing sites on or before March 2020 through council-led joint ventures and more conventional disposals to housebuilders. Where we are not convinced that sites will be enabled by this date we have put them into our future LRF pipeline.

We believe we have an exciting blend of brownfield urban regeneration sites and greenfield urban extensions which will be significant contributors to Devon and Torbay's short terms housing needs. We consider that the sites offer good innovation in how they will be delivered and we have detailed this in the project proformas.

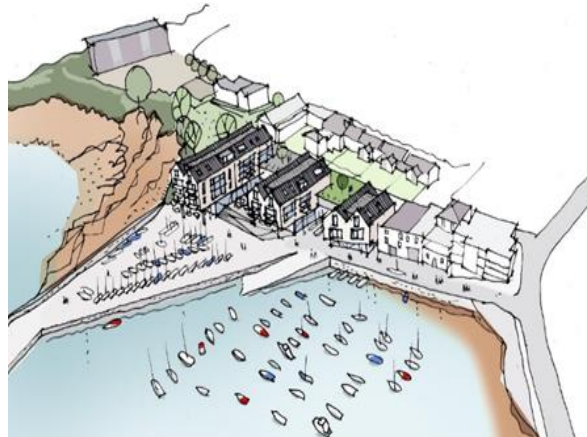
A summary list of the sites is shown below and the project proformas are included in the accompanying **Appendix Document** to be read alongside the LRF basic details spreadsheet and the technical assessments for each site.

Applicant & landowner	Site description	Housing units	LRF applied for (£m)
<b>Torbay Council</b>	Victoria Square , Paignton Mixed use town centre scheme with new Lidl store	100	0.9
<b>Torbay Council</b>	South Quay, Paignton Mixed use development of harbour including community and waterside commercial uses	52	0.59
<b>Torbay Council</b>	Upton Place car park, Torquay Prominent site next to the Town Hall	86	0.55
<b>Torbay Council</b>	Temperance Street, Torquay Car park off main shopping street	48	0.34
<b>Torbay Council</b>	Brixham town centre car park Mixed use scheme near harbour including small food store and replacement parking	50	0.75
<b>Torbay Council</b>	Preston Down Rd, Paignton Greenfield extension nr Torbay Ring Road	150	1.1
<b>Torbay Council</b>	Collaton St Mary urban extension Greenfield extension nr Torbay Ring Road	200	1.9

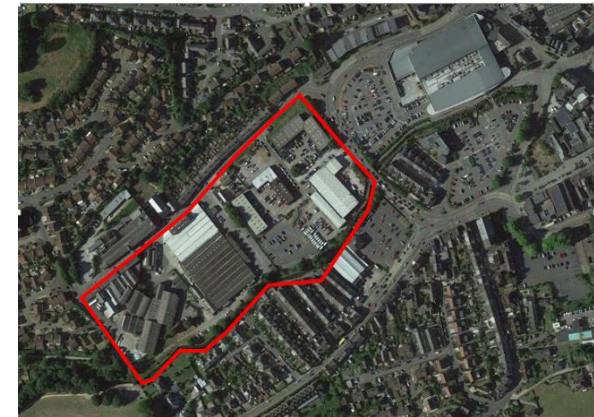
<b>North Devon Council</b>	Seven Brethren, Barnstaple Prominent brownfield riverside site adjacent to the town centre	245	2.2
<b>Teignbridge Council</b>	Bradley Lane, Newton Abbot Brownfield industrial estate in the town centre	170	2.5
<b>Totals</b>		<b>1101</b>	<b>10.8</b>



Victoria Square Paignton



South Quay Paignton



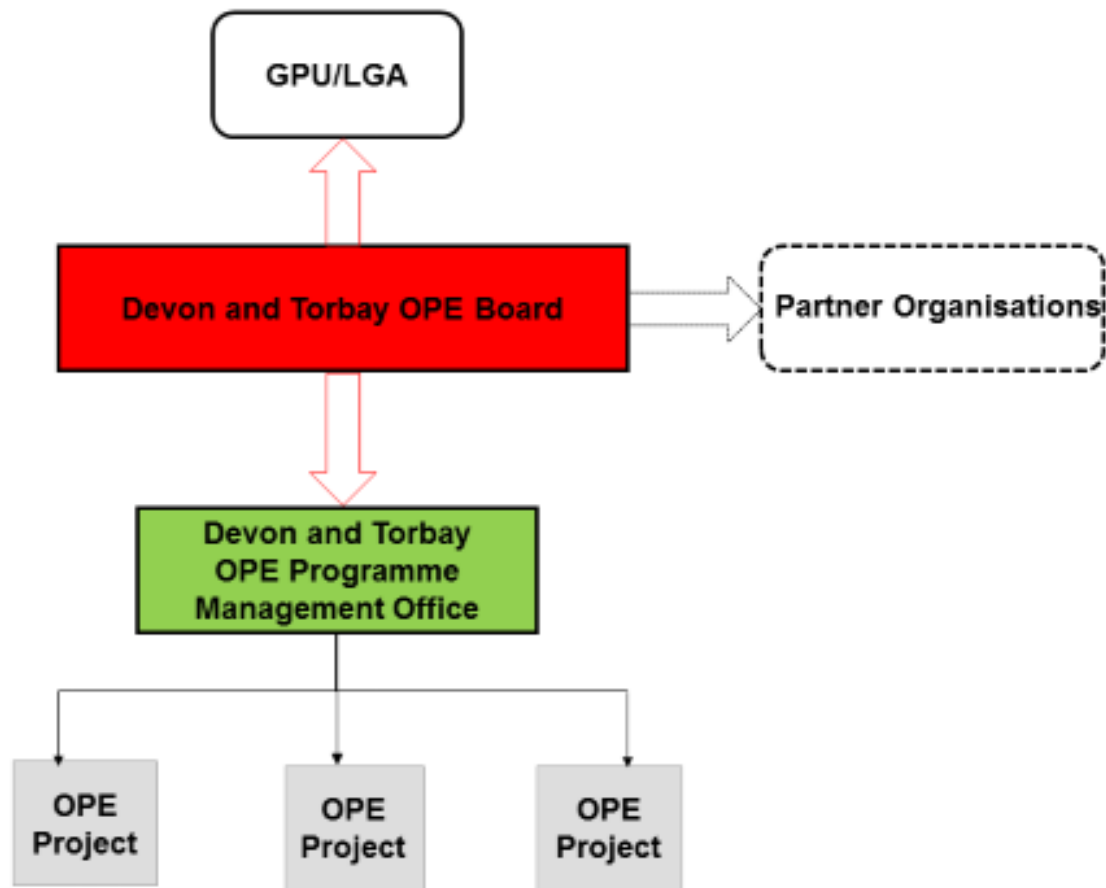
Bradley Lane Newton Abbot

## Our Partnership Board & Governance

Leaders and Chief Executives of each of the Devon Councils, Torbay Council and all NHS organisations across Devon & Torbay have given their support to a One Public Estate application. Senior officials from the other organisations in the partnership have endorsed their participation.

The Devon & Torbay OPE programme will be governed by a senior officer Board, which will be chaired by the Chief Executive of Devon County Council as the lead authority and would include representatives from each partner organisation. This programme board will meet quarterly to oversee the successful delivery of the projects.

A Programme Management Office (PMO) will be established to oversee day to day progress and drive completion of the activities set out above. This team will report directly to the OPE Board. The PMO will comprise a programme manager, support officer, officers of the council, STP leads, partner representatives and appointed specialist advisors. The team will work closely with the community. The PMO will provide support and advice to the OPE project delivery teams established by the partners locally to manage the individual projects





## Programme Milestones and Risk Management

The delivery milestones and risk management on the OPE and LRF projects are detailed in the project templates in the **Appendix document**.

At Programme level we are committed to completing the project work in this bid in 2017/18 and 2019/20 so that projects can move into the delivery stage after this.

There are some key risks at Programme level which will be the responsibility of the OPE Board and will be a core task for the Programme Manager to manage.

Key Risk	Management
<b>Central government departments to not engage with the OPE Partnership</b>	OPE Board develop a strategy which shows the added value government departments can achieve by joining in collaborative projects ; use GPU/LGA support
<b>Maintaining full engagement by bid partners</b>	The OPE Board has senior representatives from partner organisations who have collective responsibility to deliver and meet targets
<b>Projects are delayed and lose momentum</b>	OPE Board and PMO responsible for maintaining delivery milestones ; Board communicate benefits of collaborative projects to influencers in partner organisations
<b>Tensions emerge between partners on key projects eg local authorities and NHS</b>	Role of Board to broker solutions to get optimum collaborative benefits for all partners ; use LGA/GPU support

## Pre-Selection Criteria

Devon County Council (as lead for the partnership) is taking responsibility for ensuring that all pre-selection criteria are met by 31 March 2018.

Pre Selection Criteria	Actions to date
<p><b>Record all land and property assets owned by partnership authorities (except social housing stock) and public sector partners on the ePIMS Lite system.</b></p>	<p>The local authorities are committed to starting to use the epims lite system but will require GPU/LGA support in the form of workshops/technical support and using capacity funding to help with data migration</p>
<p><b>Make details of all land and property owned by the partnership publically accessible including in authorities' statutory annual reports.</b></p>	<p>This has already being implemented by the local authorities</p>
<p><b>To provide data on:</b></p> <ul style="list-style-type: none"> <li>• <b>all local authority land released since 2015 and assumed housing capacity</b></li> <li>• <b>information on all local authority land planned for release before March 2020 and assumed housing capacity</b></li> <li>• <b>disposals and future disposal strategy on a bi-annual basis</b></li> <li>• <b>estimated value of all local authority owned land and buildings within the partnership area.</b></li> </ul>	<p>Local authorities are happy to report on this basis</p>
<p><b>Put in place an effective board, bringing together partnership members and wider public sector partners.</b></p>	<p>Devon and Torbay OPE Board has been established</p>

**Agree to adhere to quarterly reporting arrangements which provide progress on partnership activity, project delivery and data updates on Local Authority land released**

The OPE Board is happy to meet this reporting commitment

## Partnership Commitment

The submission of this Services & Assets Delivery Plan is supported by Senior Representatives of the following Partner organisations led by Devon County Council on behalf of the Devon OPE Board:

**Devon County Council**

**Torbay Council**

**Exeter City Council**

**Teignbridge Council**

**East Devon District Council**

**Northern Devon Healthcare NHS Trust**

**Royal Devon and Exeter NHS Foundation Trust**

**Torbay and South Devon NHS Foundation Trust**

**Livewell South West**

**South Devon and Torbay Clinical Commissioning Group**

**Devon and Cornwall Police**

**South Western Ambulance Service NHS Foundation Trust**

**South Hams District Council**

**West Devon Borough Council**

**Torrige District Council**

**North Devon Council**

**Mid Devon District Council**

**Northern, Eastern and Western Devon Clinical Commissioning Group**

**Plymouth Hospitals NHS Trust**

**Devon Partnership NHS Trust**

**Homes and Communities Agency**

**Heart of South West LEP**

