



WARRINGTON

STRATEGIC ESTATES PLAN 2015-20

Driving Better Value and use out of public sector property and community assets across Warrington



FOREWORD	4
EXECUTIVE SUMMARY	5
1.0 Introduction	6
2.0 Our Vision	7
3.0 Principles & Objectives.....	7
4.0 Context	9
4.1 Five Year Forward View.....	9
4.2 Projecting Population and Health Services Demand.....	9
4.3 Deprivation	9
4.4 Our Current Estate	10
4.4.1 Summary Headlines.....	10
4.4.2 Warrington Transformation Estates Enabler Group.....	15
4.4.3 Warrington Strategic Estates Group	15
4.4.4 Strategic Estates Planning Work Completed to Date.....	15
4.4.5 Investment & Divestment Pipeline/ Key Projects	15
5.0 The Need for Collaborative Working.....	20
5.1 Health & Wellbeing Strategy	20
5.2 Warrington CCG Strategic Commissioning Plan 2014-2019	22
5.3 Warrington Health Plus	25
5.4 Livewire Business Plan 2013-2016.....	26
5.5 Vanguard Sites	30
5.6 One Public Estate & Devolution	31
5.7 NHS 5-Yr Forward View.....	32
5.8 Planning for Warrington’s Growth	32
6.0 Estates Strategy – Our Call to Action	46
6.1 Indicative Financial Summary	47
6.2 Summary of Potential Sites Released for Housing	48
7.0 Estates Strategy – Our Approach	50
8.0 Key Milestones.....	52

9.0 Risks/Constraints	54
10.0 Appendices	56
10.1 Appendix 1 - Summary of SEG partner organisations	56
10.2 Appendix 2 - Annual GP premises information 2014/15; provided by Health & Social Care information centre	60
10.3 Appendix 3 – SEP Supporting Data	63

FOREWORD

Over the last few years public sector organisations within Warrington have been working successfully to remodel and achieve efficiencies from their estates. However it is recognised that a more collaborative and innovative approach is now required to be able to break down historic barriers and to pool resources more effectively for the wider system benefit. This approach aligns fully with the Warrington One Public Estate initiative that was recently launched in 2014.

The UK's Public Services and welfare are undergoing one of the largest change programmes ever, primarily aimed at providing improved and more efficient integrated Public Services at a local and national level.

Warrington public sector partners are committed to delivering improved public services for everybody in the area by directly delivering or commissioning the highest quality services available. We want to provide these high quality services as close to our resident's communities and homes as we can, in a joined up way, giving them the best possible value for money and improved access at a time and location convenient with them.

The Five Year Forward View recognises the challenges facing the NHS and presents the models of care that are required to deal with population changes against a backdrop of reducing public finances. The new models of care are changing the way healthcare is provided in a number of ways that will impact on local estates. We recognise that property and the built environment is an important component to delivering high quality, accessible and efficient public services. Therefore the partner organisations are working together through a newly formed strategic estates group (SEG) in order to use property to deliver a more integrated, accessible, innovative and efficient range of public services and as an enabler to develop shared services and to support community regeneration.

The Warrington SEG began working on this Strategic Estates Plan (SEP) in September 2015, and to fully realise these opportunities together we are taking a more strategic approach to property management. This SEP sets out our intentions to improve the management of this valuable and high cost estate in line with the priority outcomes for Warrington residents.

Nick Armstrong

Chief Operating Officer, NHS Warrington CCG

Chair of Warrington Strategic Estates Group

EXECUTIVE SUMMARY

Local Engagement

- Warrington Strategic Estates Group (SEG)
 - Responding to the Town's regeneration plans
 - Determining future health estate requirements
 - Oversight of the management of existing estate and assets
 - Chaired by Warrington CCG
 - Meets monthly
 - Reports to Transformation Board
 - All health and social care stakeholders
- Warrington Council have set up Health Services and Planning Group which reports into the Transformation Board and facilitates key decisions around planning obligations for the key sites and provides input into the Local Plan, infrastructure delivery plan and Community Infrastructure Levy (CIL).
- Links are made to One Public Estate (OPE)

Local Estates Strategy

- Strategic Estates Plan (SEP) builds on 2014 Warrington Estates Plan
- Draft service led SEP reviewed by Transformation Board and Warrington SEG in December 2015
- Agreed to progress a number of initiatives, including:
 - Relocate hospital breast clinic into Bath Street
 - Develop new Chapelford Primary Care Centre
 - Response to projected 2030 capacity issues
- Some potential to release surplus sites for housing, capital receipt and revenue savings.

Potential Savings

- Efficiencies circa **10%**
- Annual operational costs saving circa **£2m**
- Combined operational and capital savings circa **£3.5m**
- Opportunity to generate significant capital receipts through sale of surplus assets.
- Approx. circa **4 housing units over 5 years**

Proposed Strategic Next Steps

- Confirm Primary Care Transformation Fund (PCTF) applications
- Progress with responding to projected 2030 capacity issues
- Review existing Centre Management arrangements
- Develop and introduce an improved cross agency room booking policy and systems

1.0 Introduction

In reference to the Five Year Forward View, property and the built environment is an important part of delivering high quality public services into the communities we serve. It also represents a significant cost and therefore it is more important than ever that the public services budgets are spent on front line service delivery. Put quite simply £1 saved from property is an additional £1 available to spend directly on frontline public services.

There are growing demands and expectations placed on the public sector and current models are no longer considered sustainable in the long term. As such there is both a need and an opportunity for public services to work more collaboratively; reducing duplicated overhead costs and delivering more joined up services, locally and centrally.

To support this direction of travel and to ensure that property decisions are service-led, meet the needs of individual communities and are sustainable for the long term, a more strategic approach to property management and ownership is now being taken. This Strategic Estates Plan (SEP) is a positive continuation of that journey and will continue to be developed in full consultation with local stakeholders.

The intention of the Strategic Estate planning process is to support real change in the local estate and to generate strategic solutions that drive system-wide savings, integration and new client centred service models.

Significant savings are achievable through a structured and targeted programme to support the strategic planning of the estate, which will deliver:

- Increased efficiencies; through the better utilisation of high-quality community and central property assets.
- Better service integration; driving improvements in service efficiency and better outcomes for residents.
- New service models; supporting the drive to move services into the community, replacing outmoded and inadequate premises and releasing capital through a structured programme of disposals.
- Flexibility in Service provision; making enhanced use of new technology and modern working practices.

Efficiency savings will be diverted to protect or enhance frontline public services.

The options set out in this document are for discussion. The NHS bodies involved understand their statutory obligations when making decisions over estate strategies which impact on the provision of care. The options set out do not represent a commitment to any particular course of action on the part of the organisations involved.

This is a confidential document to promote discussion and any application for disclosure under the Freedom of Information Act 2000 should be considered against the potential exemptions contained in s.22 (Information intended for future publication), s.36 (Prejudice to effective conduct of public affairs) and s.43 (Commercial Interests). Prior to any disclosure under the FoIA the parties should discuss the potential impact of releasing such information as is requested.

2.0 Our Vision

In Warrington we want to respond to the Town's regeneration plans in terms of helping to determine future health estate requirements (new health facilities) but also to create strong relationships between partner organisations in respect of the management of existing estate and assets. We strive to make joint decisions, where appropriate, to ensure the best use of estate where joint working or alternative uses leads to efficiencies and cost savings for benefit of the Warrington population.

3.0 Principles & Objectives

Partner organisations working together in Warrington have set out the following principles and objectives which will guide and deliver our vision:

1. Integration 24/7

This Five Year Plan builds upon the many successes of the first two years, such as the development of the Community Interest Company (Warrington Health Plus), made up of the 26 GP Practices in Warrington. By working together, Warrington Health Plus is transforming services to benefit patients today and in the future. Successes have been achieved in partnership with the people of Warrington and colleagues from local NHS and other organisations and Warrington Borough Council, to develop and improve services across Warrington, and it incorporates a range of national and local ambitions and their associated outcomes. The vision, values and strategic objectives are an integral part of delivering the strategy and the operational plan for Warrington CCG. Warrington CCG's vision is: "Excellence for Warrington". The core purpose is to turn £259 million of resources into the best possible health outcomes for the people of Warrington.

2. Quality Estate

Through our Warrington Health & Wellbeing Strategy 2015-2018 we aim to reduce health inequalities and deliver high quality health and social care services. Provision of well used, modern and well maintained premises is an essential part of achieving those aims. Working together we are reviewing stakeholder assets across the borough to understand where assets are not fit for purpose, where assets are not used to capacity and dispose of any property which cannot be brought into full use, or is surplus to requirements. Savings will be reinvested in the remaining properties so that all our residents, patients and clients receive the best quality services in the best locations – the right space in the right place.

3. Value for Money

It is our duty as publicly funded organisations to ensure that the best possible value for money is achieved from all our assets and this means a considered review of all our property that considers the following:

- Improved space utilisation.
- Flexible use of space.
- Collaborative use of space across the public sector.
- Generation of rental income from underused assets.
- Disposal/sale of assets where not fit for purpose.
- Extending the use of assets for improved access to services.
- Release surplus property for the development of affordable housing and/or extra care facilities.

4. Engaging Our Communities

Throughout the process of review we will be engaging with people across the public service, health and care community to look at the options for development and to consult on any strategic decisions where properties are changing substantially or may be disposed of. This may include public consultation so that local people can be involved in the decision making process.

5. Flexibility - New Ways of Working

With the changing demographic needs of our population the need for a flexible and accessible approach to public service, health and social care has never been greater. The development of a more efficient estate in Warrington will make full use of new technology in telehealth and telecare and will support our staff to work flexibly with residents in a range of settings including their homes.



4.0 Context

4.1 FIVE YEAR FORWARD VIEW

The NHS Five Year Forward View, published by NHS England and other national NHS Bodies in 2014, sets out a shared view on how services need to change and the models of care that will be required in the future. Its key focus is that:

- Much more attention should be given to the prevention and public health agenda (helping people stay well).
- Patients should have greater control of their own care.
- Barriers in the provision of care should be broken down.

This means putting in place new local models of care that are more integrated than at present and greater involvement of the CCGs in supporting the prevention and health improvement agenda.

4.2 PROJECTING POPULATION AND HEALTH SERVICES DEMAND

Warrington covers 69.75 square miles and has a resident population of some 206,400 people (midyear ONS estimate 2014) and is projected to rise to 222,400 in 2021. Growing a Strong Warrington is important to Warrington Council who, together with partner Warrington & Co, are driving economic growth and regeneration in Warrington through the Warrington Means Business programme and Local Plan. Over the next 5 years the council are supporting significant private sector development and investments at places such as Omega, Lingley Mere and Birchwood as well leading major council projects such as the Bridge Street Quarter scheme, the Stadium Quarter, the Southern Gateway and Warrington Waterfront.

Information available from the Council's Strategic Housing Land Availability Assessment (SHLAA) has been used to estimate projected population growth from planned housing sites across the borough. Links have been made with health partners to estimate the likely impact on the demand for health facilities.

4.3 DEPRIVATION

The national deprivation indices have not been updated since 2010 when results suggested that Warrington experiences average levels of deprivation, ranked 153rd out of 326 local authorities on the measure of 'Average SOA score'. Warrington was placed within the 47th centile, meaning 53% of local authorities within England are less deprived than Warrington. This was similar to the position in 2007. However within Warrington the picture is very varied, and there are substantial inequalities: 20 local areas (LSOAs) were ranked within the most deprived 20% in the country, with 11 of these within the most deprived 10%. At the other end of the scale, 39 Warrington LSOAs are ranked amongst the 20% least deprived nationally. Much work is on-going in Warrington to address the internal inequalities, and regenerate some of our most disadvantaged areas. Further information can be found in the JSNA.

4.4 OUR CURRENT ESTATE

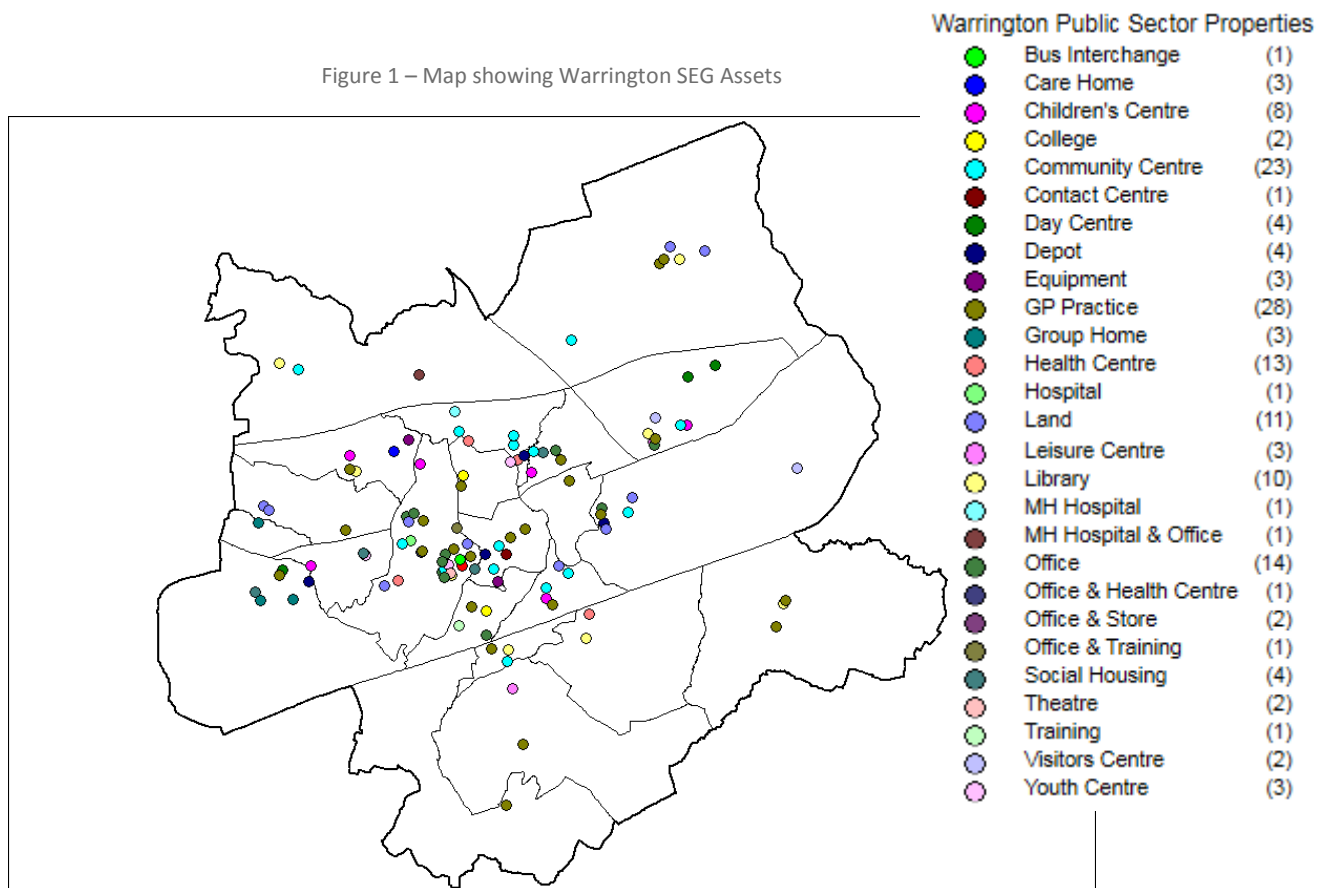
4.4.1 Summary Headlines

The Warrington SEG organisations have responsibility for a combined estate of over 141¹ public buildings with a capital value of approximately at least £220.4million² and with a combined running cost of at least £20.4million³ per year.

There are 229 assets on the Council's asset list with a combined value of over £277million. For the purposes of this Strategic Estates Plan, only the community/public buildings/health and social buildings have been included. In terms of the Livewire assets, there is an arms-length arrangement which provides for 30 year leases from the Council for the relevant properties.

In addition, earlier this year the Council transferred, via a lease and licence arrangement, a number of day and residential services for older people, and people with disabilities to a staff-led social enterprise called Catalyst Choices. The creation of this social enterprise protects 317 council jobs along with eight of the council's in-house care and support services, which support more than 600 service users. The changes will also protect the quality of social care and health services for adults in the town. The council's executive board agreed last year to develop the social enterprise after a lengthy consultation period with staff, service users and their families. For the purposes of the summary table, the value of the properties occupied by Livewire and Catalyst Choices has been separated from the list of Council assets.

Figure 1 – Map showing Warrington SEG Assets



¹ Includes community/public buildings/health and social buildings. Awaiting data from Golden Gates Housing/Torus

² Awaiting information from Bridgewater, Golden Gates Housing/Torus, NHS Property Services, NHS England

³ Awaiting information from Warrington Council, Livewire, Catalyst Choices, Bridgewater, Gates Housing/Torus

Table 1 – Warrington SEG Estates Summary

Partner Organisation	No. of Assets	Capital Value	Annual Running Costs	Name and timescale of existing estates strategy (if applicable)	Current or future key estates projects	Estates related goals/ issues to achieve/ resolve within the next 5 years
GP owned practices	20 ⁴	Not available	£2.17million ⁵	N/A	<ul style="list-style-type: none"> • Eric Moore health centre development • Releasing space at Westbrook Medical Centre to allow practice to expand • Potential PCTF applications for: <ul style="list-style-type: none"> ○ Causeway Medical Centre ○ Padgate ○ Fearnhead 	<p>In line with PCTF to ensure:</p> <ul style="list-style-type: none"> • Increased capacity for primary care services out of hospital • A wider range of services as set out in your commissioning intentions to reduce unplanned admissions to hospital • Improving seven day access to effective care • Increased training capacity
Warrington Borough Council	61	£58million	Not currently available	None in place at present – Asset Management Plan requires updating	<ul style="list-style-type: none"> • Agree Depot/Waste Strategy 06/2015 for implementation 06/2016 • Consolidation of depot operations on one site. Rationalisation of surplus sites. Provision of new Waste Transfer Station on council owned land to facilitate contract/budget savings. 	<ul style="list-style-type: none"> • Proposed vacation of Cheshire Police premises in Warrington within two years and alternative/ replacement facility to be sourced. Possible links to Council proposals for Bridge Street and the Stadium Quarter. • Implementation of new estates strategy. • Vacation of existing Town Centre operations. • Multi Agency Safeguarding Hub at Council HQ. • Potential for release of surplus Warrington & Halton Hospitals land and

⁴ Practices which are not in CHP or NHS Property Services buildings

⁵ Total of annual premises payments to all 26 General Practices in Warrington for 2014/15; information provided by Health & Social Care information centre

Partner Organisation	No. of Assets	Capital Value	Annual Running Costs	Name and timescale of existing estates strategy (if applicable)	Current or future key estates projects	Estates related goals/ issues to achieve/ resolve within the next 5 years
						possible co-location of back office services. Meeting held with WBC on 25th March to discuss options and it was agreed that they would work with the wider NHS transformation agenda and One Public Estate.
Livewire CIC	26	£35million	Not currently available	Livewire Business Plan 2013-2016	<ul style="list-style-type: none"> • Development of Great Sankey Hub • Development of Bewsey & Dallam Hub • Development of Westbrook Hub 	<ul style="list-style-type: none"> • Develop a solution for Broomfield
Catalyst Choices CIC	8	£5million	Not currently available	TBC	TBC	TBC
Bridgewater	7	Not currently available	Not currently available	Currently being developed to implement significant projects within 12 months	<ul style="list-style-type: none"> • One HQ • Store centralisation • Maximising CHP building utilisation, existing and possible take up of any current voids • Explore disposal of Woolston and Grappenhall Clinic 	<ul style="list-style-type: none"> • Dispose of all freehold, dispose of all leased property • Maximise CHP buildings for clinical delivery as first priority, staff bases second and storage third • One HQ Corporate Hub
5 Boroughs	3 ⁶	£27million	£3.6million	5 Boroughs Estates Strategy 2015-2020	<ul style="list-style-type: none"> • Estate Rationalisation 	<ul style="list-style-type: none"> • Estate Rationalisation
Warrington & Halton Hospitals	1	£77.4million	£9.5million ⁷	Warrington & Halton Hospitals NHS Foundation Trust Phase 1 Strategic Estate Development	<ul style="list-style-type: none"> • New accommodation on the Warrington site for the clinical and clinical support services based in Kendrick Wing, Thelwall House, North Lodge and the Mortuary, 	<ul style="list-style-type: none"> • To execute Phase I in a series of five Projects which will address the infrastructure problems on both the Warrington and Halton sites and also address pressing issues in clinical and

⁶ 3 leasehold and 3 freehold sites. Figures provided are for the freehold sites as 5 Boroughs are exiting 2 of the leasehold sites before end December 2015 and the other site is HMP Risley

⁷ Across Warrington and Halton sites

Partner Organisation	No. of Assets	Capital Value	Annual Running Costs	Name and timescale of existing estates strategy (if applicable)	Current or future key estates projects	Estates related goals/ issues to achieve/ resolve within the next 5 years
					<p>together with the demolition of redundant buildings and investment in new infrastructure to serve the whole of the site</p> <ul style="list-style-type: none"> Phase I will reduce the Trust's building area by a net 9,600m2 on the Warrington site - a reduction of 14% on the overall site area The financial impact will be to reduce costs to the Trust by approximately £1m per annum across both Halton and Warrington sites before financing costs 	<p>support accommodation.</p> <ul style="list-style-type: none"> Proceed with Phases II and III of the Strategic Estate Development as circumstances allow
Torus	TBC	Not currently available	TBC	TBC	TBC	TBC
Renova/CHP	3	£18million	£3.8million	Warrington Strategic Estates Plan	<ul style="list-style-type: none"> Reduce £140,000 void costs Enable Warrington & Halton Hospitals Breast Screening expansion at Bath Street 	<ul style="list-style-type: none"> Reduce running and holding costs Reconfigure the estate to better meet commissioning needs Share property (particularly with social care and the wider public sector) Generate capital receipts for reinvestment Ensure effective future investment.
NHS Property Services	12	Not available	£1.3million ⁸	Warrington Strategic Estates Plan	<ul style="list-style-type: none"> Reduce £124,000 void costs Purchase of Culcheth Medical Centre Development of Chapelford Primary 	As above

⁸ Data provided should be checked on a premises by premises level for accuracy

Partner Organisation	No. of Assets	Capital Value	Annual Running Costs	Name and timescale of existing estates strategy (if applicable)	Current or future key estates projects	Estates related goals/ issues to achieve/ resolve within the next 5 years
					Care Centre	

4.4.2 Warrington Transformation Estates Enabler Group

The Council and its Health partners have committed to a transformation agenda in respect of service delivery and wider collaboration opportunities. The combined Health & Planning Board has high level representation from health and Local Authority stakeholders. The Board leads on the estates enabling work with an appointed sub-group led by the CCG, which is responsible for NHS strategic estate planning in Warrington. The sub-group will inform, and be informed, by the wider One Public Estate (OPE) work. Warrington Council have set up the Health Services and Planning Group which reports into the Transformation Board and facilitates key decisions around planning obligations for the key sites and provides input into the Local Plan, infrastructure delivery plan and Community Infrastructure Levy (CIL).

4.4.3 Warrington Strategic Estates Group

In September 2015 a Strategic Estates Group for Warrington was formed, as a sub-group of the Health Services and Planning Group. The purpose of the group is to respond to the Town's regeneration plans in terms of helping to determine future health estate requirements (new health facilities) but also to create strong relationships between partner organisations in respect of the management of existing estate and assets. The group will collaborate in order to maximise opportunities and savings and ultimately reports into the Transformation Board.

4.4.4 Strategic Estates Planning Work Completed to Date

Some Strategic Estates Planning work has already been produced on behalf NHS England across the whole Cheshire, Warrington and Wirral area. As a result, this Strategic Estates Plan summarises and refreshes existing work in line with the June 2015 Department of Health (DoH) guidance on developing Local Estates Strategies

4.4.5 Investment & Divestment Pipeline/ Key Projects

Collaborative working is not a new concept in Warrington. The project below has already been delivered:

Project 1: Transformation of Bath Street Health & Wellbeing Centre into an Innovation Hub

Bath Street Health & Wellbeing Centre is a key asset within Warrington; a brand new facility built under the LIFT programme and in a good central location. Some parts of the building were vacant resulting in a need for the CCG to contribute to the annual running costs. In collaboration with the CCG, the vacant space was transformed into an Innovation Hub, which now showcases the latest digital technologies in partnership with Warrington CCG, Warrington and Halton Hospitals, Cisco and BT. Five representative scenarios have been created in rooms on the second floor of the centre, including a patient's home; GP surgery; hospital ward; consulting room and a generic waiting room. Products and systems on display include:



- A 'robot' in the form of a mobile i-pad device, that among other applications, will allow consultants to conduct remote ward rounds
- Technologies for home monitoring of chronic conditions, patient information and wayfinding
- Patient and equipment tagging.

Benefits

- £78,000 void costs offset by rental contribution in the short term
- Supports the Health and Wellbeing Strategy for 2015-2018
- Maximises efficiency of the asset
- Saves money across the whole health and social care economy

- Promotes innovation and the use of digital technologies

There are also a number of projects under consideration including:

Project 2: Enabling out of Hospital Care

Warrington & Halton Hospitals provide a holistic Breast Clinic service, serving patients in Warrington, Halton, St. Helens and Knowsley who require screening in addition to providing a service for symptomatic patients. The screening service is currently provided on the second floor of Bath Street and a mobile breast screening bus whilst the majority of symptomatic patients are seen at Warrington Hospital.

During the construction of Bath Street it was planned to relocate the whole Breast Clinic service from Warrington Hospital to Bath Street as this accorded with more care being provided out of hospital and in better quality accommodation. It would also create a collaborative Hub onsite at Bath Street. However only the Breast Screening element moved from Warrington Hospital into the second floor of Bath Street due to lack of revenue funding.

Warrington & Halton Hospital's position remains that Bath Street is the preferred location for providing the whole Breast Clinic service so long as space requirements can be accommodated and the tenancy costs are not prohibitive. The clinic's spatial requirements have increased since the original design and separate waiting areas and reception desks are required for both symptomatic and screening patients which will require some space from the other second floor wing which is currently occupied by Bridgewater dental services and an out of hours dental provider. A meeting was held with Bridgewater representatives to determine whether some space could be released for the breast screening clinic but the service are reporting they are at capacity. Warrington CCG and NHS England are currently in discussions and a stakeholder group has been set up to develop an options paper for the Trust Board. It is estimated that the capital works will cost circa £430,000 and CHP have provisionally secured all the funding which needs to be spent within 2015/16 financial year. It is unlikely that works will commence this financial year so a new funding application will need to be made in January 2016 if works are to progress in 2016/17.

Benefits

- £78,000 void costs offset by rental contribution in the long term
- Aligns with local commissioner strategies
- Aligns with NHS strategy to bring services out of hospital and in to the community
- Likely to be a high uptake in the service from local people improving health outcomes and preventative health support. The service in Bath Street is well used compared to other services due to the building and location.

Project 3: Purchase of Culcheth Medical Centre

The Partners of Chapelford, Culcheth and Appleton GP practices formed the CCA Care Partnership which has now been disbanded and the practices are being run by a caretaker practice. NHS England are currently tendering for a new APMS provider to take over the practices long term. Prior to its disbandment, the CCA Care Partnership established a separate company to take ownership of the GP premises at Culcheth (and leased the premises back to the partnership). The property holding company has also gone into receivership and as a result the Culcheth premises are now in the hands of the receivers. NHS England have confirmed that the Culcheth premises remains a key strategic site and that the new APMS provider will be required to operate from this site for foreseeable future (at least the next 10 years). NHS England have therefore requested that NHS PS acquire the premises from the receivers and lease it back to the caretaker practice in the short term and the new APMS provider in the longer term.

According the GP Cluster capacity analysis (see section 5.5), there is limited wider public sector estate in close proximity to Culcheth Medical Centre (Culcheth Library, vacant land at Heswall avenue and nurse land at Culcheth School). NHS England has approved the PID and will be formally writing to NHS Property Services to request that the project is progressed with.

Benefits

- Ensures the long term availability of premises in Culcheth, Warrington, that are both flexible and capable of extension if needed, fit for purpose for the provision of quality NHS primary care.
- Provides a building to enable the delivery of services by a multidisciplinary team of primary care clinicians and managers into the next decade and beyond.
- Optimises the functioning of the primary and community services provided from the practice and other providers of NHS care to the local community.

Project 4: Chapelford Primary Care Development

Potential development size: 560m²

Nearest GP: Chapelford Health Centre, Burtonwood Road and Hood Manor, Great Sankey

The provision of primary care in the Chapelford area is already under intense pressure. It has seen an expansion of local housing at a fast pace and the creation of a new urban village which has resulted in many of the surrounding practices becoming full.

Primary Care Services have been provided in Chapelford from temporary porta-cabin premises for more than 13 years which is of inadequate size for the needs of the surgery and their patients. The premises do not comply with current health and safety or Disability Discrimination Act requirements and there are problems with privacy and confidentiality in the building. It is not possible to extend the premises on the current site and no land is available adjacent. There is no scope for improvement by internal redesigns.

The preferred option is to develop a new primary care building with pharmacy, within the new urban village to enable the delivery of primary medical care services to a registered population up to 6,000 patients by a multidisciplinary team of primary care clinicians and managers.

The funding sources are as follows.

- NHS PS customer capital – £1.39m
- NHS England capital - £75k
- Total Capital investment - £1.46m

There are no plans to incorporate community services within this proposed development due to the size of the plot and the need to maximise the space for primary care services. The Warrington SEP highlights that the Chapelford primary care site is in close proximity to wider local authority estate i.e. youth centres, children's centres, day centres etc. (see figure 8). Once the new site is operational it will be useful to review whether there is any capacity for potential co-location of services. NHS England has approved the PID and will be formally writing to NHS Property Services to request that the project is progressed.

Benefits:

- Optimise the primary medical care and community services provided from the practice and other providers of NHS care to the patients and residents of the local community.
- Responds to a lack of capacity for primary care provision thereby enabling patients to register with a GP.

Project 5: Eric Moore Health Centre Re-Development

Eric Moore GP Partnership is leading on the development of a new GP surgery and health centre at the current Eric Moore practice on Tanners Lane.



The new facility will include a pharmacy, minor operations suite, an auditorium for meetings and a cafe used to host healthy cooking demonstrations.

The Eric Moore partnership currently operates out of 74 Bewsey Street and has a branch surgery at the Orford Jubilee Neighbourhood Hub. Upon completion of the development the practice will vacate the Bewsey Street practice.

Benefits:

- Deliver improved patient care and ensure a wider choice of community health services for residents.

Project 6: Implementation of the Primary Care Transformation Fund (PCTF) Projects

The PCTF is a four year £1billion investment programme to accelerate improvements in GP premises and infrastructure including Information Technology. It is part of the additional NHS funding, announced by the Government in December 2014, to enable the direction of travel set out in the NHS Five Year Forward View. Stronger GP services will be the cornerstone of delivering a new deal for primary care and this fund is designed to accelerate investment in infrastructure and better use of technology in general practice.

In January 2015, NHS England invited general practices to submit proposals for investment in infrastructure in 2015/16 which would enable improved access to clinical services and support the delivery of new services to reduce emergency admissions. Bids from over 2,000 practices across the country were received and, following a process of assessment, in March 2015, NHS England announced that over 1,000 GP practices had bids approved in principle for investment in the first year.

At this stage, these are investments in principle and will be subject to due diligence checks as well as ensuring the usual conditions required of developments of this type such as patient engagement and where required securing planning permission. The following schemes in Warrington have achieved ‘investment in principle’ status in 2015/2016:

Table 2 – Summary of successful PCTF applications

NHS England region	CCG	Lead Practice	2015/16 funding request (by banding)	Number of Practices	Population
NORTH OF ENGLAND	WARRINGTON CCG	CAUSEWAY MEDICAL CENTRE [N81028]	£501k to £1m	1	6,504
NORTH OF ENGLAND	WARRINGTON CCG	GREENBANK SURGERY [N81089]	Less than £100k	1	9,316
NORTH OF ENGLAND	WARRINGTON CCG	STRETTON MEDICAL CENTRE [N81623-2]	Less than £100k	1	3,093

The PCIF is a four year fund and NHS England will announce the process for future investment in due course. NHS England is now setting out the arrangements for the fund for 2016/17 and beyond for both premises and IT/technology projects. The fund should be used for projects that reflect the local estates strategies that are being developed for December 2015 and also enable:

- Increased capacity for primary care services out of hospital
- A wider range of services as set out in your commissioning intentions to reduce unplanned admissions to hospital
- Improving seven day access to effective care
- Increased training capacity

The CCG are currently prioritising projects for submission in February 2016. The following practices are being considered for funding applications:

- Great Sankey Hub

- Causeway Medical Centre
- Padgate
- Fearnhead
- Westbrook Medical Centre

Project 7: Implementation of the Premises Improvement Grant Projects

NHS England offers improvement grants to providers of primary medical care services as set out within the NHS Premises Costs Directions. The premises improvement grant funding awarded for 2015/16 is summarised in the table below. The grants are at 66% of the total approved cost. All improvements are to be completed and reimbursement claimed by end March 2016.

Table 3 – Summary of successful applications to the Premises Improvement Grant

Practice code	GP Practice	Works	Total	Total reimbursement (66%)
N81056	Folly lane Medical Centre	Auto entrance doors and replacement sinks and taps	£29,572.74	£19,518.01
N81014	Brookfield Surgery	Automatic doors and new reception desk	£24,276.00	£16,022.16

5.0 The Need for Collaborative Working

There is a convergence occurring in public sector services driven by the squeeze on budgets and a need to respond to changing demographic needs, especially an ageing population. There are key strategies at national and local level which impact on the need for a quality public estate in Warrington and are a call to collaborative action for all our partner agencies.



5.1 HEALTH & WELLBEING STRATEGY

The purpose of the Health & Wellbeing Strategy (HWBS) is to describe what the health and wellbeing issues are for the local community based on evidence in the Warrington Joint Strategic Needs Analysis (JSNA), what can be done to address them, and what outcomes are intended to be achieved.

The aims of the HWBS are therefore to:

- ✓ Define a vision for improving health and wellbeing across Warrington; and
- ✓ Identify strategic themes and priority actions for improving health and wellbeing through integrated partnership action in order to achieve significant change in population outcomes

The strategy is an overarching document for the next three years (2015-18) but the priority actions will be reviewed on an annual basis. In Warrington it is recognised that the delivery of improved health and wellbeing will need to be carried out by a range of organisations working in partnership. This strategy seeks to create a framework which will ensure that these partnerships work effectively to achieve this common vision.

The strategic themes will guide the work of Warrington Borough Council, NHS and partners in developing all their commissioning plans for health, care and support as well as the Council's work on the wider determinants of health. The implementation of these plans will be reviewed and monitored by the Health and Wellbeing Board (HWBB) working with the Warrington Partnership Board. Priority actions will be reviewed each year and changed or added to as appropriate. In addition, specific delivery plans for the priority actions will be put in place and these will be monitored by the Health and Wellbeing Board and the Warrington Partnership on a regular basis.

There is already a considerable amount of important work underway across the borough that will continue to have a positive impact on the health and wellbeing of our population. These include:

- ✓ JSNA;
- ✓ The Annual Report of the Director of Public Health;
- ✓ Warrington Clinical Commissioning Group's Commissioning Intentions;
- ✓ Warrington Borough Council's Children and Young People's Plan;
- ✓ Local Safeguarding Board priorities;
- ✓ The Warrington Compact;
- ✓ The Community Safety Partnership Plan;
- ✓ Health & Social Care Act 2012;
- ✓ Warrington Borough Council's Housing Strategy;
- ✓ The Report of the Warrington Homelessness Commission;
- ✓ The Report of the Warrington Skills Commission;
- ✓ Cultural Strategy;
- ✓ Active Warrington Strategy;
- ✓ Local Development Plan;
- ✓ Growing a Strong Warrington; and
- ✓ Warrington's Closing the Gap in Social Inequalities and Child Poverty Strategy.

The Vision for Warrington is as follows:

“Working together for stronger neighbourhoods, healthier people, a vibrant and resilient economy and greater equality across all our communities”.

Working together: The vision is shared across all the agencies that work together to secure and deliver public services across Warrington. Collectively, they work for Warrington residents, not the individual agencies who employ them.

Stronger neighbourhood: Part of a 'Better Warrington' means recognising the great neighbourhoods with the numerous and varied assets they each have. The HWBS aspires help the areas that would benefit from further improvement, in a way that maintains the unique and proud neighbourhood identities.

Healthier people: Being well, both physically and mentally, is such a fundamental part of maintaining a happy, fulfilling life in which we can contribute positively to family, friends and community. This concept is central to the overall vision for Warrington.

Vibrant and resilient economy: Warrington benefits from a very strong economic position. Nationally it outperforms most other areas, and we want to enhance the opportunities Warrington offers. The HWBS strives to facilitate more of this good performance to enable the residents in the most deprived communities to benefit from this performance. It is acknowledged that a commissioning approach to strengthening community resilience and developing skills will be necessary.

Greater equality: It is recognised that despite the strong economy some of Warrington's residents and communities do not always have a fair chance to thrive. Inequalities in life chances vary greatly. There is a 10 year gap in life expectancy between men living in Fairfield and Howley (73.2 years) and men living in Stretton and Walton (83.7 years). Working together the aim is to reduce the drivers and impact of inequality.

The outcomes from the implementation of this vision are such that the residents of Warrington will see:

- ✓ Improved healthy life expectancy;
- ✓ A reduction in inequalities;
- ✓ Fewer people experiencing social deprivation;
- ✓ An increase in preventative services which support people to tackle issues before they become problems;
- ✓ More sustainable services which have been designed around current and future needs of local people;
- ✓ More ownership and involvement from citizens in the design, delivery and evaluation of services; and
- ✓ Our population receiving the right services, at the right time, in the right place.

This will be achieved by transforming our public services to ensure that people are the focus of delivery, regardless of organisations providing or commissioning, and that there is a rebalancing of focus from expensive specialist services to universal effective preventative ones.

Moving forward, Warrington will be faced with continued austerity and the need to work more efficiently. There will be a requirement to pool budgets, integrate functions, such as estate management and IM&T, across agencies and encourage more transparency across public sector budgets. This Strategic Estates Plan will provide the basis for estates collaboration.

The opportunity that devolution brings will be seized to offer the growing population a unique 'Warrington Offer' by moving from prioritisation of individual accountability frameworks to accountability to Warrington citizens.

5.2 WARRINGTON CCG STRATEGIC COMMISSIONING PLAN 2014-2019

The purpose of the NHS Warrington Clinical Commissioning Group's (CCG) strategic plan for 2014/2015 to 2018/2019 is to:

- ✓ Set out the vision of health and healthcare for the people of Warrington and the means by which it will be delivered over the next 5 years
- ✓ Describe the strategic direction for the development of health and care services across Warrington over the five year period 2014-2019
- ✓ Show in detail how the initial objectives between 2014 and 2016 will be delivered and lay the foundations for transformational change
- ✓ Demonstrate how over the five years' transformational change will be delivered to provide high quality, effective, clinically led and local services for people in Warrington

This Five Year Plan builds upon the many successes of the first two years of the CCG as a statutory body, achieved in partnership with the people of Warrington and colleagues from local NHS and other organisations and Warrington Borough Council, to develop and improve services across Warrington, and it incorporates a range of national and local ambitions and their associated outcomes.

The vision, values and strategic objectives are an integral part of delivering the strategy and the operational plan for Warrington CCG. Warrington CCG's vision is:

"Excellence for Warrington"

The core purpose is to turn £259 million of resources into the best possible health outcomes for the people of Warrington.

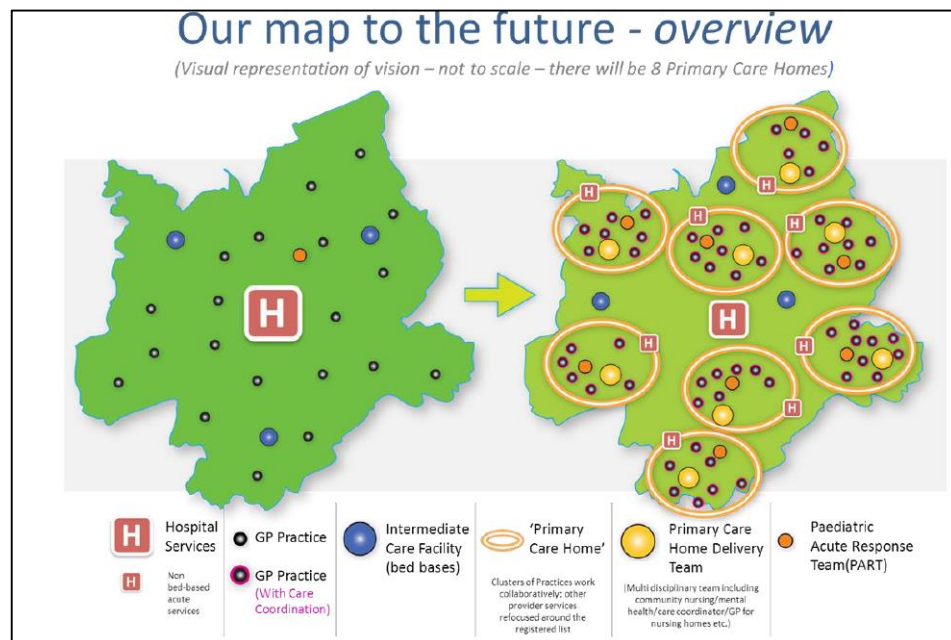
Building on this NHS Warrington CCG has refreshed its strategic intentions that underpin the plans for the next 2-5 years. These are;

- ✓ Work with partners to transform services to deliver high quality and safe care and support through personalisation, enablement, prediction and prevention, that are delivered outside acute settings wherever possible
- ✓ To deliver sustainable, transformational change by commissioning redesigned services for the population of Warrington that achieve the overall objective above
- ✓ To pilot and / or scale up integrated, system wide change to achieve overall strategic objectives of the CCG
- ✓ Shift commissioned multi-agency service provision to community settings based around 'Primary Care Home' population model according to locally identified need
- ✓ Model impact on providers / activity and resource utilisation of anticipated service reconfiguration shifts and work with commissioned providers through transition process to achieve new models of service delivery
- ✓ Overview of the financial impact and shift in resources between sectors

- ✓ Implementation and embedding of key strategic change / transformational programmes including 'Primary Care Home' model; Complex Case Management; Risk Stratification; Delivering Care Closer to Home; Integration; Primary Care Urgent Care provision in AED.; Improving Primary Care Access / delivering comprehensive primary care strategy
- ✓ Alignment of enabling transformation programmes to deliver the objective, including; Mental Health; End of Life; Children's Services; Preventing Premature Death / Promoting Health and Wellbeing – working with Public Health

Compared to the CCGs commissioning and strategic plans over the previous 2 years, there are some key changes that will be implemented over the next 2-5years as part of this plan, these include;

- ✓ Primary Care Home
- ✓ 7 Day Access (to health and social care)
- ✓ Remodelled Intermediate Care
- ✓ Mental Health needs of people with physical health problems
- ✓ Reconfigured Later Life and Memory Services
- ✓ Reconfigured Acute sector



The key focus areas are as follows:

Warrington Primary Care Strategy

Warrington CCG has been developing its Primary Care Strategy in partnership with member GP practices over the past 2 years. As part of this work ten key priority areas have been identified. They are:

1. Access, demand and capacity
2. Medicines management and prescribing
3. Care homes (nursing and residential)
4. The Warrington 'Brand' (Primary Care quality)
5. Whole system/right care
6. Complex care (including long term conditions and cancer rehab)
7. Promoting prevention and self-care
8. Mental health
9. Workforce development and sustainability
10. Public engagement and communications in primary care

The CCG has undertaken public consultation throughout the autumn of 2015 on the services to be commissioned from April 2016. Over the past 18 months some new models of care have been tested by Warrington Health Plus utilising funding through the Prime Ministers Challenge Fund (PMCF), see section below.

A modern model of integrated care

Warrington's plans for the Better Care Fund, represents a further example of the direction of travel to 'the establishment of a fully integrated health and social care system'. As a health and social care economy, Warrington developed the Warrington Concordat in January 2012 which was developed by the Warrington Health Summit. This document formalises Warrington's approach of mutual support and challenge as well as the need for a wholesale recalibration of the delivery of health and social care services. It also reinforced the parity of esteem afforded to mental and physical health and set out four work-streams for identified for prioritisation - long-term conditions/frail elderly; children; end of life and mental health. These would be overseen by the Warrington Transformation Board

The submission in relation to the Better Care Fund ensures that pooled budgets are in place to support citizens and communities. It is clear that no citizen's needs are boxed into primary, community, acute, mental and social, and that accordingly divisions between agencies is increasingly being rendered redundant.

To support the integrated model, collaborative use of wider health and social care estate will be vital. The model for integrated care requires fit for purpose premises for delivery of services by multi-disciplinary teams and should enable 7 day access to health and social care. This Strategic Estates Plan fully encompasses and supports the vision, and addresses some key areas for proposed developments i.e. the Great Sankey Hub.

Access to the highest quality urgent and emergency care

NHS Warrington CCG has been working on this agenda for the last three years to try to reduce the numbers attending A&E and the number of unscheduled admissions resulting. Warrington have maintained performance against the 4 hour targets despite considerable pressures. Estate needs to continue supporting out of hospital care provision.

Specialised services concentrated in centres of excellence

A key vehicle for the delivery of the commissioning intentions will be effective collaboration between Warrington CCG, service providers, multi-agency partners and service users. It is intended that a framework of multi-agency / multi professional, short/and medium term task and finish groups will be devised to achieve the required progress against the stated commissioning intentions. It is anticipated that monitoring, oversight and implementation of related work streams will be via the Warrington CCG governance structure including the 'Transformational Board', the multi-agency Health Summit and the Health and Wellbeing Board. Over the next 2 years the CCG will be focusing in particular on opportunities for service transformation through use of the Better Care Fund with Warrington Borough Council and also a review of hospital services across the Mid-Mersey footprint with neighbouring CCGs in Halton, St Helens and Knowsley.

5.3 WARRINGTON HEALTH PLUS

Warrington Health Plus was established by its members as a Community Interest Company (CIC) to oversee the implementation of the primary care transformation programme and utilise the Prime Minister's Challenge Fund allocated to the GP practices in Warrington.



Warrington Health Plus has allowed GP practices to test how extended services will work by GP Practices collaborating together to share and develop services. It also allows for opportunities for joint working between health, social and third sector organisations to provide more integrated health and wellbeing services. The aim of Warrington Health Plus is to involve usual GP practice services PLUS:

- ✓ More focus on keeping healthy & taking care of you; and your family;
- ✓ More care closer to home;
- ✓ Health and wellbeing services being more joined up;
- ✓ More co-ordinated care; and
- ✓ Improved access to services by GP practices working together.

The Warrington Health Plus programme is led by the Warrington Health Plus Board. A number of work areas are being taken forward on a Warrington-wide basis, ensuring that there is consistency of approach across the clusters, to avoid duplication of effort and to allow effective whole system working. These Warrington-wide work areas include:

- ✓ New model of care for people living in care homes;
- ✓ Care co-ordination; and
- ✓ Improving access to services.

Seven clusters of GP practices make up Warrington Health Plus. The practices are joined by proximity and the similar health needs of their patients. Each covers a population of around 30,000 patients who are registered with the GP practices within the cluster. This size is felt to be the optimum number for commissioning services around a population. The clusters were formed following a consultation exercise with GPs in 2013, and have been working together since April 2014, as follows:

- ✓ Central East
- ✓ Central North
- ✓ Central West
- ✓ East
- ✓ North
- ✓ South
- ✓ West

The model for the transformation of primary care set out in this strategy requires fit for purpose premises for delivery of services by multi-disciplinary teams. A primary care estates review was commissioned by NHS England (see section "Estates Strategy– Our Approach"). This Strategic Estates Plan fully encompasses and supports the vision set out in this document, and addresses some key areas for proposed developments including issues relating to primary health care premises in Chapelford, Great Sankey Hub, and Burtonwood.

Prime Ministers Challenge Fund

In October 2013, the Prime Minister announced a new £50 million Challenge Fund to help improve access to general practice and stimulate innovative ways of providing primary care services. The first wave of twenty pilots was announced in April 2014. Further funding of £100m for 2015-16 was announced by the Prime Minister on 30 September

2014 for a second wave. The Government asked NHS England to lead the process of inviting practices to submit innovative bids and overseeing the pilot schemes.

NHS England invited GP practices to submit their 'expressions of interest' (EOIs) to be one of the first wave of pilots in December 2013, before selecting the final list of successful schemes in April 2014. Twenty pilot schemes were selected that are benefitting over 7 million patients across more than 1,100 practices. A wide variety of innovative ideas are being tested including extended opening hours, more ways for patients to access services and new services to better support patients with complex needs.

One of the twenty successful schemes was submitted by a collective of all 28 GP practices in Warrington, as follows:

The Primary Care Home, Warrington (Cheshire, Warrington and Wirral)

The Warrington pilot, covering 28 practices, is looking at maximising the potential of the GP registered list to integrate care and to enable working beyond the practice walls. The pilot is offering extended access with appointments running 8am to 8pm weekdays, with weekend appointments available also. The innovative approaches this pilot is taking will benefit 208,000 patients registered in the pilot's practices – to provide more integrated health and social care services, closer to patients' homes, forming the basis for whole system change. Every 'Primary Care Home' organisation is benefitting from shared services across practices, including care coordination, guided care, care home Multi-Disciplinary Team approach. The collective practices have since formed a new CIC company; Warrington Health Plus.

5.4 LIVEWIRE BUSINESS PLAN 2013-2016

From May 2012 Leisure, Libraries and Lifestyles services transferred from Warrington Borough Council and merged into a Community Interest Company (CIC). As LiveWire is a CIC, any profit generated is reinvested back into developing and improving its facilities and services for the community to utilise. LiveWire strives to promote a healthy lifestyle, increase participation in activities whilst encouraging reading and learning through the use of free access to books, IT suites and the internet.

LiveWire is now the largest provider of Leisure facilities within the area and is committed to ensuring all members of the community have access to local facilities and activities. All services are Quality Accredited and offer excellent value for money on membership packages. LiveWire is managed by a Managing Director and a board of 12 members.

LiveWire's stated Mission is: "To be the number one provider of affordable, inclusive Lifestyles, Libraries and Leisure opportunities in Warrington."

Its Vision is: "To be a thriving, financially strong company with fantastic facilities in every neighbourhood area of Warrington, inspiring and supporting residents to be the healthiest, most active and happiest in the North West. To support its Mission and Vision, it has developed some specific aims as detailed below:

- ✓ To provide a diverse range of activities to meet the specific needs of each neighbourhood in Warrington;
- ✓ To address disadvantage and inequality and contribute towards a positive reduction in health inequalities;
- ✓ To increase participation in leisure, learning and health activities;
- ✓ To achieve and maintain financial viability and deliver long term growth for LiveWire;
- ✓ To position LiveWire as the employer of choice; and
- ✓ To develop the LiveWire Brand.

The LiveWire Mission, Vision, Values, Aims and Objectives will drive the business with a particular emphasis on:

- ✓ Addressing health inequalities;
- ✓ Improving wellbeing;
- ✓ Building safer and stronger neighbourhoods;
- ✓ Delivering parts of the 'Active Warrington' strategy; and
- ✓ Having a 'Fit for Purpose' integrated staffing structure.

Partnerships with external providers delivering health services will be increasingly important in establishing a more focused relationship with clients, customers and staff. This will ensure that service delivery takes account of local need in the planning of Libraries, Leisure and Lifestyles.

Within the borough there are six Livewire managed leisure centres, 11 Livewire managed libraries and 17 locations in which Livewire drop-in sessions are provided. Livewire services are provided across five locality areas:

1. East Neighbourhood co-ordination area
2. West Neighbourhood co-ordination area
3. South Neighbourhood co-ordination area
4. Central Neighbourhood co-ordination area
5. Town Centre Management area

Within the Livewire business plan there are some key Hub developments planned in Great Sankey and South Warrington, as follows:

Great Sankey Hub Development

Potential development size:	6236sqm (plus a new 3G pitch, new tennis courts and an outdoor training frame, the whole site covers an area of 3.2 hectares)
Nearest GP:	Causeway Medical & Chapelford
Key Facilities:	<ul style="list-style-type: none"> ✓ 3 Phase Development around the existing Great Sankey Leisure Centre building ✓ Dementia friendly design ✓ New car park & Junction ✓ New tennis courts & 3G pitch ✓ SMART Library, Café & meeting rooms ✓ Fitness suite & Studios ✓ Refurbished Pools ✓ Integrated Health space and Pharmacy ✓ Heritage & Culture displays ✓ Spa
Completion:	<ul style="list-style-type: none"> ✓ Phase 1 Complete –Nov 2016 ✓ Phase 2 Start –summer 2016 ✓ Phase 3 Start - TBC

A number of sites are currently under construction in Great Sankey, none of which are in themselves significant, however due to the cumulative effect it will be important to consider their impact as a whole on this community's health services. Great Sankey Leisure Centre is almost 40 years old and during this period has had little refurbishment, leaving the building tired and in need of significant redevelopment.

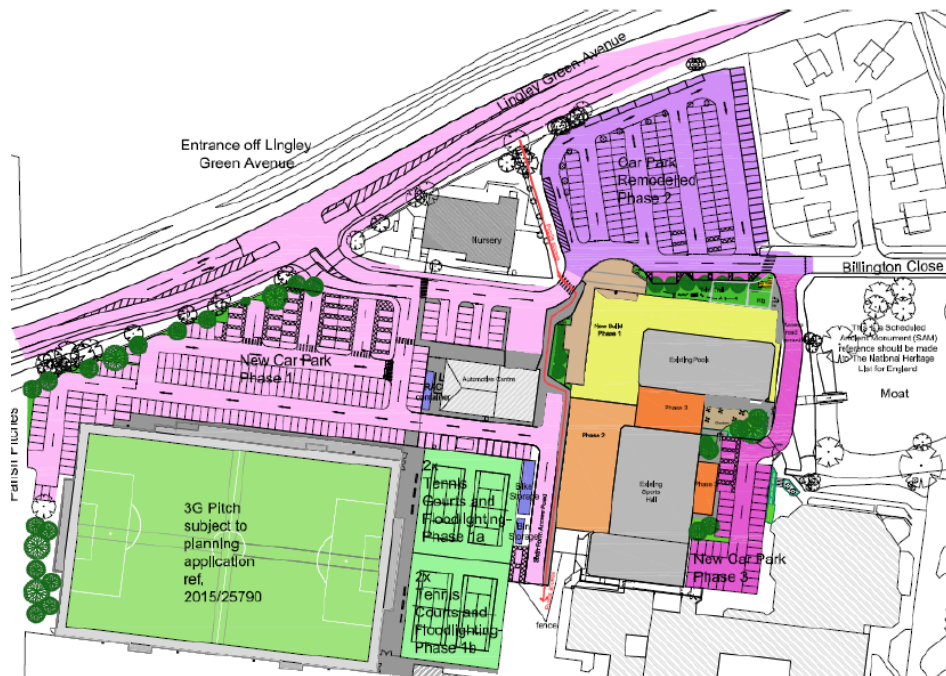
In addition to this, West Warrington has changed dramatically over the last few years and has seen the development of Chapelford Village; 2500 family homes, housing almost 10,000 new residents. Furthermore the Omega site, currently one of the largest building developments in Europe, is creating almost 25,000 employment opportunities in Warrington and is planning to provide a further 1100 homes and a new school.

In essence, West Warrington has changed since Great Sankey Leisure Centre was built and so have its residents and their demographic profile. There are more young families than ever plus the fastest ageing population in Warrington, particularly in Great Sankey and Penketh.

LiveWire's aim is to plan for this ongoing change, ensure the site can meet the demand for children's swimming lessons and make sure the building is dementia friendly for the ageing section of West Warrington's population. LiveWire's commitment is to design a Neighbourhood Hub that holds its residents at the heart of everything they do, providing a facility that will be inclusive for all, which West Warrington not only needs, but demands.

The proposed development of Great Sankey Leisure Centre to provide a shared neighbourhood hub with access to leisure, health and wellbeing facilities. The project is being led by the Council's Community Interest Company (CIC), Livewire, with involvement from partners including the Council, CCG, NHS England, CAB etc. The work of the Public Sector Property Board has identified the potential for an integrated solution for the whole of West Warrington. Excitingly health sector partners are now fully engaged with the project and planning permission was secured in August 2015. An implementation Project Board has now been established with representation from WBC (OPE/AP), Livewire and the CCG. This combination has a successful track record and recently delivered the Orford Hub which received a specific mention at the recent launch event for year 2 of the OPE Programme.

A pharmacy is to be signed up to the scheme and support is being provided from NHS Property Services. Health services to be provided out to the Hub are to be confirmed. Plans are in place to submit a business case to NHS England in February 2016 to secure capital to cover the rent for the healthcare space so that tenant's only contribution is via a service charge. The business case will outline which health services will be provided from the hub. As part of this, there may be an opportunity to relocate the community services currently provided at Westbrook Medical Centre, into the Great Sankey Hub. This would allow the Westbrook Medical Centre to expand into the remaining space.



Bewsey & Dallam Hub Development

Potential development size:	TBC
Nearest GP:	Folly Lane Medical Centre, Dallam Lane Medical Centre
Key Facilities:	<ul style="list-style-type: none"> ✓ Playground ✓ Outdoor recreation area ✓ Car park ✓ External and internal café ✓ Health and wellbeing facilities ✓ Community hub ✓ Leisure facilities ✓ Hydrotherapy pool
Completion:	<ul style="list-style-type: none"> ✓ Start on Site –Spring ✓ Phase 1 Complete –Nov 2016 ✓ Phase 2 Start –Summer 2016

One of the objectives of Livewire’s business plan is to provide accessible, modern and well maintained facilities that cater for all our customers. Livewire have set a target to develop, expand and invest in facilities across the town, including a redevelopment of Great Sankey and working with Warrington Borough Council on an ‘Invest to Save’ programme and a location for a ‘Hub’ in south Warrington. The plan is to develop and invest in a facility in the South of Warrington in 2015/16.

Livewire are developing a Neighbourhood Hub to support the integrated approach to improving the health and wellbeing of Bewsey and Dallam residents. The development of the Hub is jointly funded by Warrington Borough Council, Torus, Livewire and the Better Care Fund. A dental needs assessment is being undertaken for the area.



Westbrook Hub Development

Potential development size:	TBC
Nearest GP:	Westbrook Medical Centre
Key Facilities:	<ul style="list-style-type: none">✓ Development of the existing Westbrook Library building✓ Mini Community hub✓ Leisure facilities✓ Health and social care facilities
Completion:	✓ TBC

Livewire are currently working with Warrington Health Plus, health and social care colleagues and Westbrook Medical Centre to develop the existing Westbrook Library building into a mini Neighbourhood hub for the Westbrook residents.

5.5 VANGUARD SITES

In January 2015, NHS England invited individual organisations and partnerships to apply to become ‘vanguard’ sites for the new care models programme, one of the first steps towards delivering the Five Year Forward View and supporting improvement and integration of services.

- In March 2015, the first 29 vanguard sites were chosen. There were three vanguard types – integrated primary and acute care systems; enhanced health in care homes; and multispecialty community provider.
- In July 2015, eight urgent and emergency vanguards were announced.
- In September a further 13 vanguards were announced – known as acute care collaborations, they aim to link local hospitals together to improve their clinical and financial viability.

The 50 vanguards were selected following a rigorous process, involving workshops and the engagement of key partners and patient representative groups. Each vanguard site will take a lead on the development of new care models which will act as the blueprints for the NHS moving forward and the inspiration to the rest of the health and care system. The Warrington Health system is involved in two vanguard sites, both of which are acute care collaboration sites, as follows:

Cheshire and Merseyside Women and Children’s Services (Maternity and paediatrics multi-specialty network)

Patient population: 2.4 million

This vanguard aims to develop a clinically managed network for women’s and children’s services (including maternity, gynaecology, neonatal and paediatric services) across Cheshire and Merseyside in order to further improve quality and ensure services are clinically and financially sustainable. It has the backing of all provider trusts, clinical commissioning groups and networks across Cheshire and Merseyside.

The vanguard will address the challenges facing services for women and children locally by creating a new approach between commissioners, clinicians and providers that goes beyond organisational boundaries. These challenges include a greater demand for services and an increase in patients with more complex needs as well a variation in quality of services. No single organisation, commissioner or provider can alone resolve the issues faced and this vanguard will also allow organisations to work together to tackle challenges around workforce like recruitment, retention, retirement and skills mix, as well as overall financial sustainability.

The Neuro Network (The Walton Centre, Liverpool) (Neurology and spinal multi-specialty franchise)

Patient population: 3 million

The Neuro Network aims to develop a high quality and cost effective neuroscience service chain. It is a partnership between the Walton Centre NHS Foundation Trust; Warrington and Halton Hospitals NHS Foundation Trust; Liverpool CCG; Warrington CCG and NHS England Specialised Services Commissioning Team (North).

The programme will build on partners' extensive experience in developing the network models for neurology and spinal services in Cheshire and Merseyside. It will also strengthen the neurological support provided by the Walton Centre to local hospitals, GPs and patients, and look to extend the spinal model in partnership with The Royal Liverpool & Broadgreen University Hospitals and Aintree University Hospital. This approach enables patients to have rapid access to high quality care from a regional specialist centre.

In line with the Vanguard sites, there will be a requirement for all Warrington health and social care stakeholders to work more collaboratively. This Strategic Estates Plan will provide the basis for estates collaboration.

5.6 ONE PUBLIC ESTATE & DEVOLUTION

There are four key principles within this national strategy for Local Government, impacting on local estates:

- **Regeneration** – release or development of assets to support local growth and regeneration.
- **Service Delivery** – having the right space in the right place to improve service delivery.
- **Finance** – reduction of operational costs each year and increasing capital receipts for asset disposal.
- **Efficiency** – workspaces that are fit for purpose and support higher productivity; sharing assets and facilities across the public sector.

Warrington council submitted a successful joint bid with Cheshire East and Cheshire West for Phase 3 One Public Estate funding, and £250,000 has been awarded. As part of Phase 3 of the programme, One Public Estate are seeking applications from groups of authorities with big ambitions to deliver new homes, jobs, and economic regeneration, plus major service integration and transformation, at scale and at pace. A Land Commission Board will be established, which the Warrington Strategic Estates Group will report into.

Warrington is committed to:

- Ongoing promotion and co-ordination of collaboration opportunities and GPU controls. Establishment of permanent cross sector environment for collaboration and consolidation.
- Linkages to GPU/LGA and to Health Transformation Agenda.
- Cross border estates strategy will be explored as part of the wider devolution agenda with Cheshire West & Cheshire East, the success of which is predicated on the successful inclusion within Phase 3 of the OPE programme.

Bridge Street Hub Development

Bridge Street is being redesigned - built around an attractive network of streets and squares linking the heart of the town to its Waterfront, fitting in and complimenting the surrounding streets. When finished Bridge Street will have a new leisure, retailing and civic quarter in the heart of the town centre including cinemas and leisure facilities, shops, cafes and restaurants, council offices, indoor market with outdoor square, hotels and offices.

Anchor cinema operator is secured and CPO in place. Demolition has commenced on site and work continues with market traders in advance of the planned move to a new market. Designs for the new public sector offices have been approved and an experimental flexible working scheme is being trialled. The securing of partner commitments to for consolidation of services within the new offices remains difficult but there is awareness across the public sector

5.7 NHS 5-YR FORWARD VIEW

The challenges facing the NHS are unprecedented and the models of care that are required to deal with population changes against a backdrop of reducing public finances are changing delivery to patients in a number of ways that will impact on local estates:

- Multispecialty Community Providers delivering care closer to home bringing together groups of GP's to combine with nurses, other community health services, hospital specialists and perhaps mental health and social care to create integrated out-of-hospital care.
- Integrated Primary and Acute Care Systems – combining for the first time general practice and hospital services, similar to the Accountable Care Organisations now developing in other countries too.
- Urgent and emergency care services will be redesigned to integrate between A&E departments, GP out-of-hours services, urgent care centres, NHS 111, and ambulance services.
- Smaller hospitals will have new options to help them remain viable, including forming partnerships with other hospitals further afield, and partnering with specialist hospitals to provide more local services.
- Modern Maternity Services will allow Midwives to take charge of the maternity services they offer.
- Care Homes - the NHS will provide more support for frail older people living in care homes.

5.8 PLANNING FOR WARRINGTON'S GROWTH

Context

Warrington Means Business

Growing a Strong Warrington is important to Warrington Council who together with partner Warrington & Co, are driving economic growth and regeneration through the Warrington Means Business programme and Local Plan. Over the next 5 years the council are supporting significant private sector development and investments.

Its economic performance is impressive and outstrips most places in the UK with:

- 6th highest earnings
- 8th most popular office location
- Home to around 8,000 business employing 115,000 people
- 17 of the north west's 200 largest locally controlled business have their headquarters based here

In November 2012 the council launched the Warrington Means Business programme. Boosting economic growth and unleashing the potential of Warrington's people, its businesses and its place are the driving forces behind the pioneering programme. It aims to promote Warrington's status as an economic powerhouse and attract a multitude of further investment and business developments while creating and nurturing new opportunities within the town. Warrington Means Business is committed to building on this position by driving growth not only through regeneration and development but including culture, skills development, encouraging enterprise, providing affordable homes, supporting local businesses and attracting investment and marketing. It brings together all the regeneration and development master plans for the town including: Omega, Bridge Street Quarter, The Atlantic Gateway, Bank Quay Gateway, It's All Going on in Warrington, Warrington Waterfront development to name but a few.

The Local Plan

The Warrington Local Plan Core Strategy was adopted by the council on 21 July 2014. This is the overarching strategic policy document in the Local Planning Framework and guides the location and level of development in the borough up to 2027.

The Local Planning Framework is the name now given to what was previously referred to as the Local Development Framework (LDF). Warrington's Local Planning Framework consists of a suite of documents which set the framework to guide decisions in the borough over the next 15 years about a wide range of activities that shape areas, from the role of the town in the economy, the health of the Town Centre, and how future housing needs can be accommodated, to the location of new schools and opportunities for outdoor play for children.

The 2027 vision for health in Warrington, as stated in the Local Plan, is that health inequalities across the borough are narrowed and people in Warrington are at least as healthy as the national average. One of key objectives (HP1) is to improve access to quality healthcare through the ongoing provision of new and improved healthcare facilities in locations that are accessible by public transport.

The purpose of Warrington's Strategic Housing Land Availability Assessment (SHLAA) is to identify and evaluate the potential of land for future housing development, to ensure that the delivery targets in the Local Plan can continue to be met. It is reviewed each year which presents an opportunity for additional sites to be considered and the methodology and approach to the assessment to be revisited. The SHLAA has been used to inform health capacity planning.

This SEP will feed into the Council's Infrastructure Delivery Plan (IDP) and provide the basis for S106 negotiations in the short term and CIL in the longer term.

Warrington Borough Council is progressing the work necessary to reinstate the Local Plan Housing target that was removed following a High Court judgement earlier in 2015. The Council is currently reviewing its housing target which is likely to require additional sites to those currently identified in the SHLAA meaning that the Strategic Estate Plan will need to be kept under review as the Local Plan progresses and as demand increases.

Determining Future Health Estate Requirements

Two analyses have been completed to assess future health estate requirements. The two analyses are different but consider related issues.

Analysis A: Projecting Population & Health Services Demand Based on WTE GPs

Analysis A looks at GP workforce and highlights the current and projected GP capacity issues. From this analysis it is clear that there are significant capacity issues and Warrington is not well served relative to the country as a whole.

The analysis uses housing data from the SHLAA which identifies all potential housing sites, including the amount of housing and the timing of delivery, over the next 15 years. No information is available as yet on the size of the potential homes planned. Average household size in the ward where the development is proposed has been used to derive an estimated population figure for each new site.

Information from the NHS Workforce Survey has been used to obtain average GP list sizes for England and for Warrington as a whole, and provide an indication of the increased likely need for GP services resulting from these potential developments.

Analysis presented in Table 1 illustrates that Warrington, both overall and at GP cluster level, has substantially fewer GPs per head of population than England. Warrington would need an extra 26 WTE GPs to have comparable list size to the average. There are also in excess of 7,000 Warrington residents registered with GPs out of the borough. A large proportion of these are in Burtonwood where there is no Warrington GP. Further development in the surrounding area in the West of the borough is likely to place even greater pressures on existing GP Practices.

By 2030 the planned development would equate to an extra 38 WTE GPs across Warrington as a whole. The GP Clusters serving the West and Central West areas would need an extra 5.2 and 6.1 WTE GPs respectively. These figures include the estimate made in Table 1 for the specific sites in West. Patients are not necessarily registered with a GP close to where they live, and therefore resident based figures do not translate directly to GP Cluster level. Figures provided at Cluster level in Table 2 include information on developments across all of Warrington and new populations are allocated to GP Clusters based on the current ward to Cluster breakdown.

Table 4 - Current and Projected Populations by GP Cluster and actual and required GPs per head of population

	NHS WORKFORCE SURVEY TOTAL REGISTERED PATIENTS SEPT 2014	NHS WORKFORCE SURVEY GP FTE (EXRR) SEPT 2014	NHS WORKFORCE AVERAGE NUMBER PATIENTS PER FTE GP	NHS WORKFORCE GP's PER 100,000 POPULATION	CURRENT ADDITIONAL FTE GPs NEEDED TO EQUATE TO ENGLAND AVERAGE LIST SIZE	2030 POTENTIAL PROJECTED SIZE OF GP LISTS (INCLUDES CURRENT NON RESIDENTS)	2030 PROJECTED ADDITIONAL FTE GPs NEEDED TO EQUATE TO CURRENT ENGLAND AVERAGE LIST SIZE	2030 PROJECTED ADDITIONAL FTE GPs NEEDED TO MAINTAIN CURRENT LOCAL LIST SIZES
CLUSTER 1 (SOUTH)	48,715	19.9	2443.4	40.9	8.2	53,347	10.9	2.7
CLUSTER 2 (EAST)	32,398	16.4	1980.8	50.5	2.4	34,657	3.7	1.3
CLUSTER 3 (CENTRAL EAST)	34,169	17.4	1967.4	50.8	2.4	37,033	4.0	1.7
CLUSTER 4 (WEST)	30,667	14.2	2162.1	46.3	3.5	33,582	5.2	1.7
CLUSTER 5 (CENTRAL WEST)	32,084	15.4	2085.4	48.0	3.2	37,257	6.1	3.0
CLUSTER 6 (CENTRAL NORTH)	22,683	9.8	2319.6	43.1	3.3	26,038	5.3	1.9
CLUSTER 7 (NORTH)	12,087	4.1	2920.3	34.2	2.8	12,210	2.9	0.1
Warrington GP Registered Patients	212,803	97.1	2190.5	45.7	25.8	234,124	38.1	12.3
Warrington residents out of area GP	7,041				4.1			
ENGLAND	56,469,999	32,628	1730.7	57.8				

Analysis B: GP Cluster Space Modelling Based on estate

Analysis B looks at the amount of primary care clinical space that exists across the Warrington borough against the projected population for 2030 (informed by the SHLAA), to determine the current and projected spatial capacity at GP cluster level. From this analysis it is clear that there are significant spatial capacity issues in some areas, whereas there is surplus space in others.

As patient contacts do not tend to be recorded by individual practices, the estimated annual patient activity has been calculated using an evidence based approach to assume an activity of six appointments per registered patient, per year. The capacity within the primary care estate has been modelled using assumptions to give a baseline of the amount of space required. The modelling is based on an optimum capacity of 6,981 patient appointments per room per year. This is based on two, four hour sessions per day over 50 weeks of the year. It assumes 12.5 minute appointments at 70% capacity to allow for admin time. For example, a practice with a registered list size of 3,000 patients has an estimated annual activity of 18,000 appointments. Based on the assumption that one clinical room has the capacity of 6,981 patient appointments per year, the practice would need 2.6 clinical rooms or three clinical rooms (rounded up). Information on numbers of clinical rooms at each practice was obtained from practice managers in October 2015, supported by a review of available building floor plans.

The projected 2030 populations by GP Practice were provided by Warrington Council. The projected population figures are calculated at ward level based on what the Council know about the developments and assumptions regarding household size. It is important to note that there are further assumptions made to derive practice level figures i.e. information has been used on current practice catchments, area of residences etc. The detailed capacity analysis spreadsheet is included in appendix 3.

Central East Cluster

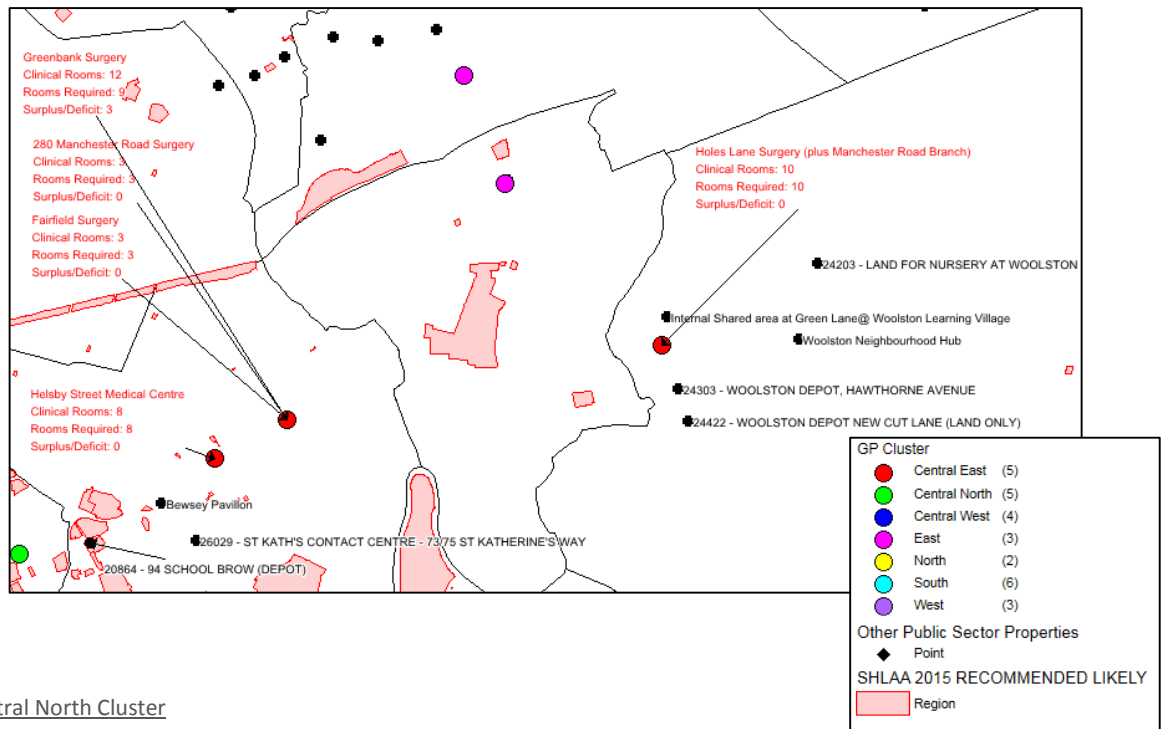
Approximately half (52%) of patients registered with Practices in Central East live in Central Neighbourhood Co-ordination Area (NCA), with a further 28% in East NCA, 16% in South NCA and 4% in West. A total of 20% of Central East Cluster patients live in Fairfield & Howley, 15% in Rixton & Woolston, and 11% in Poulton South. The remainder are spread across many different wards.

The capacity analysis shows that practices within the Central East cluster collectively have a surplus of three clinical rooms. This is likely to also be the case in 2030 although four out of the five practices will be at capacity. The map below shows the locations of the Central East cluster practices in proximity to nearby public sector estate. This should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues.

Table 5 - Central East Capacity Analysis

Central East Capacity Analysis	Current	2030
List Size ⁹	34,169	37,033
Estimated annual activity	205,014	222,204
Number of clinic rooms required	33	33
Surplus/Deficit clinic rooms	3 surplus rooms	3 surplus rooms

Figure 2 - Map showing Central East Locality Area and surrounding public sector estate



Central North Cluster

Approximately 68% of patients registered with Central North Practices live in Central Neighbourhood Co-ordination Area (NCA), with a further 23% in West NCA. The remaining few are split evenly between East and South. Approximately 17% of Central North Cluster patients live in Bewsey & Whitecross, 16% in Orford, 15% in Poplars & Hulme and 12% in Fairfield & Howley. The remainder are widely spread across many different wards.

The capacity analysis shows that the practices within the Central North cluster collectively have a surplus of one clinical room but in 2030 the practices are likely to be at capacity with two out of the five practices having a deficit of clinical rooms. This should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues. The planned Peel Hall housing development of 1,400 units is located within this Cluster. Considerations will need to be made as to how the capacity deficit will be addressed.

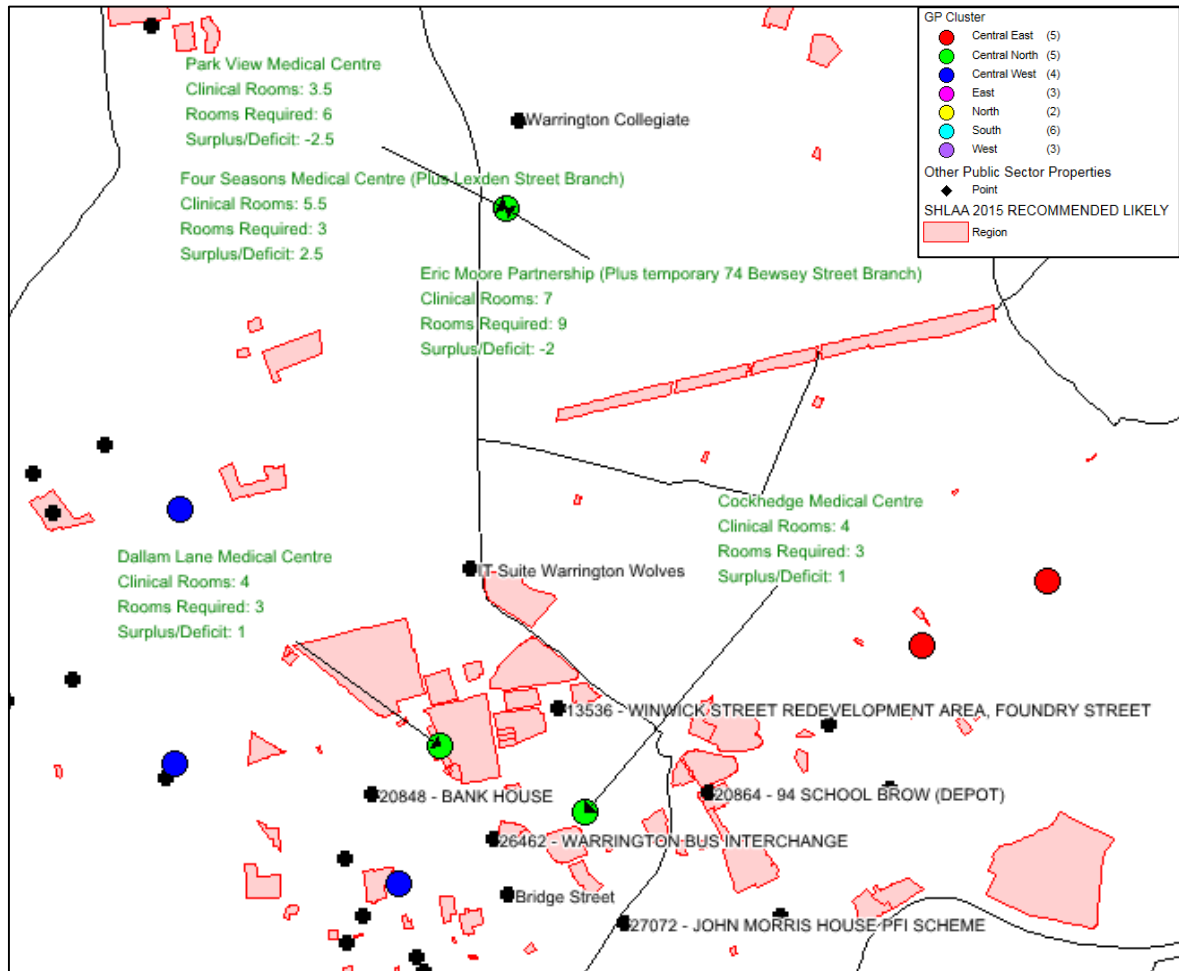
Table 6 – Central North Capacity Analysis

Central North Capacity Analysis	Current	2030
List Size	22,683	26,038
Estimated annual activity	136,098	156,228

⁹ HSCIC: General and Personal Medical Services, England, As at 30 September (March 2015)
<http://www.hscic.gov.uk/article/2021/Website-Search?productid=17387&q=GP+workforce+statistics&sort=Relevance&size=10&page=4&area=both#top>
 Figures are based on Full Time Equivalent GPs excluding Registrars and Retainers

Central North Capacity Analysis	Current	2030
Number of clinic rooms required	23	24
Surplus/Deficit clinic rooms	1 surplus room	At capacity, no surplus rooms

Figure 3 - Map showing Central North Locality Area and surrounding public sector estate



Central West Cluster

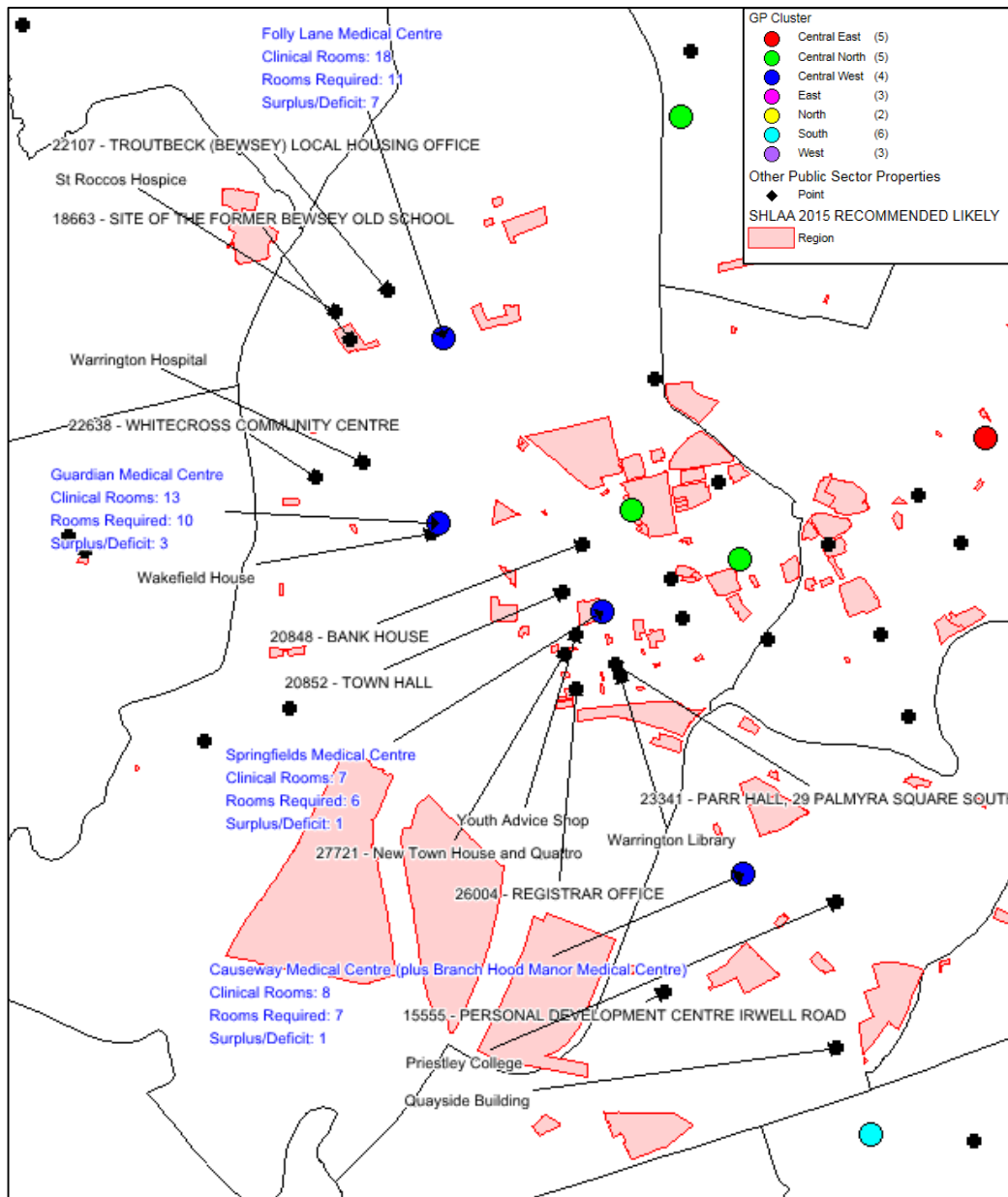
Approximately 50% of patients registered with Central West Practices live in Central Neighbourhood Co-ordination Area (NCA), with a further 31% in West NCA, 15% in South NCA, and 4% in East. Approximately 31% of West Cluster patients live in Whittle Hall, and a further 22% in Penketh & Cuedley. Most of the remainder are roughly evenly split between Great Sankey North, Great Sankey South and Westbrook.

The capacity analysis shows that the practices within the Central West cluster collectively have a surplus of 16 clinical rooms which is likely to reduce to 12 surplus rooms in 2030. The map below shows the locations of the Central West cluster practices in proximity to nearby public sector estate.

Table 7 – Central West Capacity Analysis

Central West Capacity Analysis	Current	2030
List Size	32,084	37,257
Estimated annual activity	192,504	223,356
Number of clinic rooms required	30	34
Surplus/Deficit clinic rooms	16 surplus rooms	12 surplus rooms

Figure 4 - Map showing Central West Locality Area and surrounding public sector estate



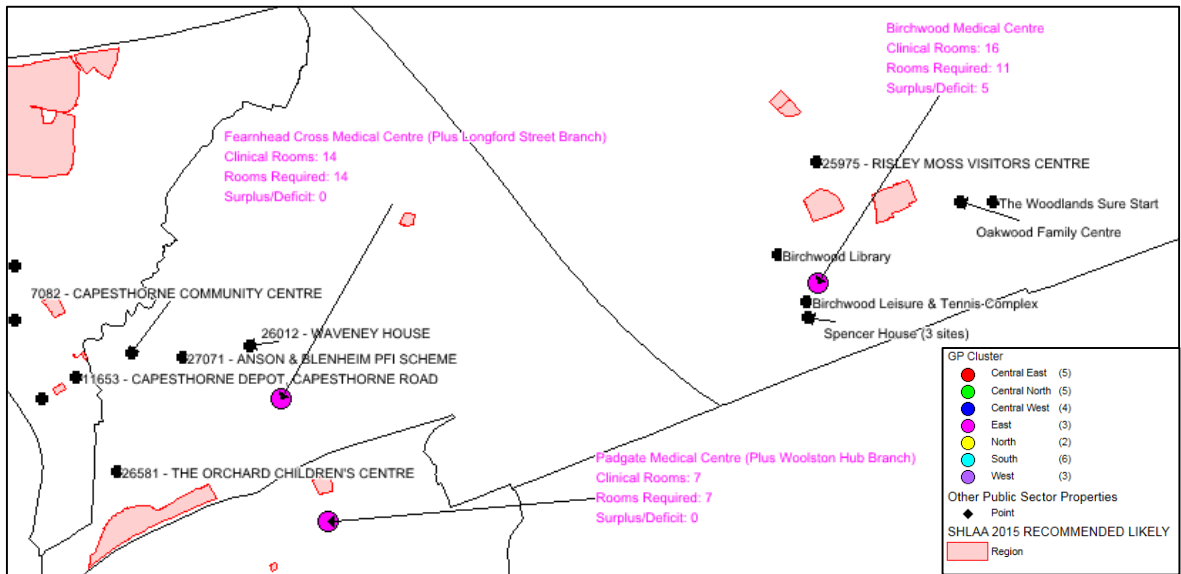
East Cluster

Approximately half (49%) of patients registered with East Practices live in Central Neighbourhood Co-ordination Area (NCA), and just under half (47%) in East NCA. The remainder are split between South and West. Most of East Cluster patients live in Birchwood (31%), Poulton North (19%), Poplars & Hulme (10%), and Orford (9%). The remainder are spread across 8 different wards. The capacity analysis shows that the practices within the East cluster collectively have a surplus of eight clinical rooms which is likely to reduce to five surplus rooms in 2030 with two out of the three practices likely to be at capacity. The map below shows the locations of the East cluster practices in proximity to nearby public sector estate.

Table 8 – East Capacity Analysis

East Capacity Analysis	Current	2030
List Size	32,398	34,657
Estimated annual activity	194,388	207,948
Number of clinic rooms required	29	32
Surplus/Deficit clinic rooms	8 surplus rooms	5 surplus rooms

Figure 5 - Map showing East Locality Area and surrounding public sector estate



North Cluster

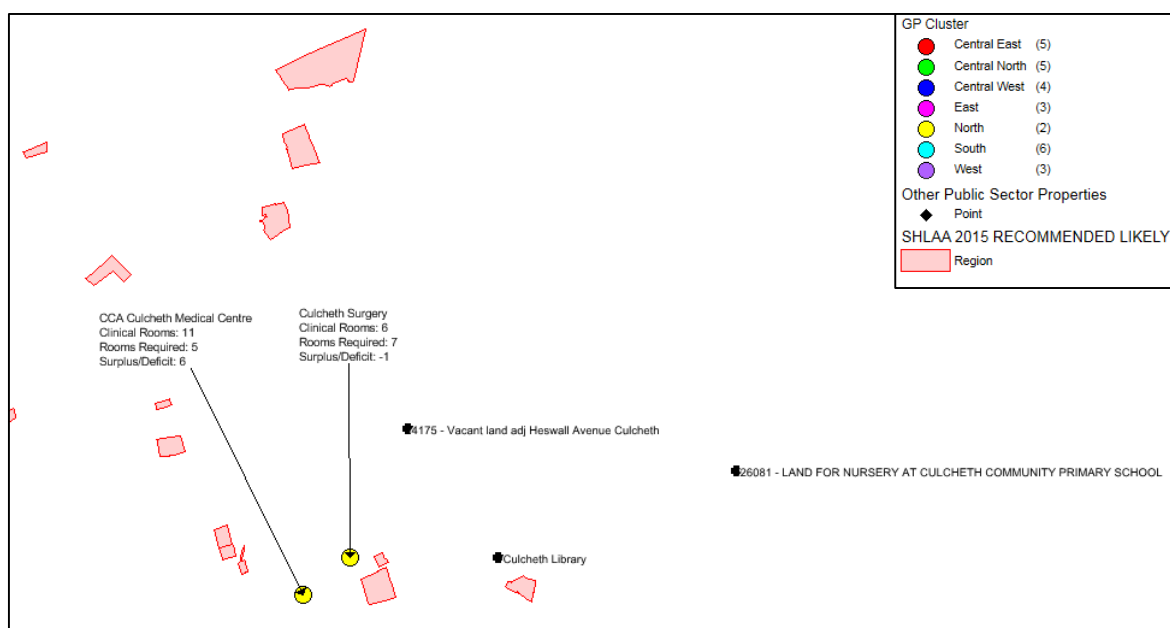
Most (86%) of North registered patients live in East Neighbourhood Co-ordination Area (NCA) (mainly in the ward of Culcheth, Glazebury & Croft) 6% live in West NCA and 6% live outside the Warrington borough. The vast majority of North Cluster patients live in Culcheth, Glazebury & Croft ward (77%). The remainder are spread across Burtonwood and Winwick, Birchwood and Rixton and Woolston.

The capacity analysis shows that the practices within the North cluster collectively have a surplus of six clinical rooms which is likely to reduce to five surplus rooms in 2030 with one of the two practices likely to be in a deficit of clinical rooms. The map below shows the locations of the North cluster practices in proximity to nearby public sector estate. This should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues.

Table 9 – North Capacity Analysis

North Cluster Analysis	Current	2030
List Size	12,087	12,210
Estimated annual activity	72,522	73,260
Number of clinic rooms required	11	12
Surplus/Deficit clinic rooms	6 surplus rooms	5 surplus rooms

Figure 6 - Map showing North Locality Area and surrounding public sector estate



South Cluster

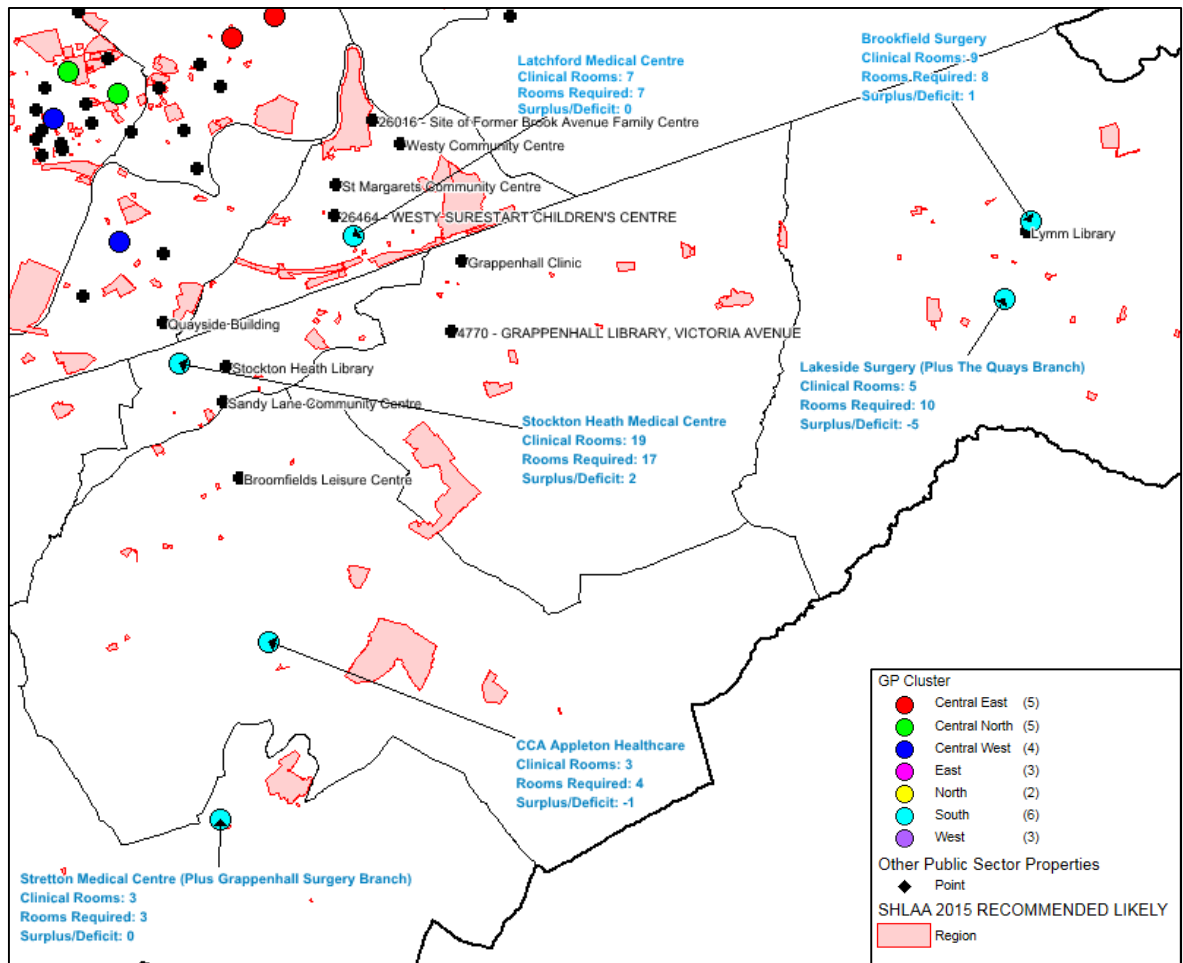
The majority (82%) of patients registered with South Practices live in South Neighbourhood Co-ordination Area (NCA). The remainder live in Central NCA (10%) and outside the Warrington borough (7%). Most of South Cluster patients live in Lymm (27%), Appleton (18%), Grappenhall & Thelwall (15%), Stockton Heath (11%) and Latchford East (9%). Approximately 7% of South Cluster patients live outside Warrington (mainly in Cheshire East and Cheshire West & Chester local authorities).

The capacity analysis shows that the practices within the South cluster collectively have a surplus of two but in 2030 the practices are likely to be in a deficit of three rooms. The map below shows the locations of the South cluster practices in proximity to nearby public sector estate. This should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues. The planned HCA sites in the South will comprise of over 1,000 units and considerations will need to be made as to how the capacity deficit will be addressed

Table 10 – South Cluster Analysis

South Cluster Analysis	Current	2030
List Size	48,715	53,347
Estimated annual activity	292,290	320,082
Number of clinic rooms required	44	49
Surplus/Deficit clinic rooms	2 surplus rooms	In deficit by 3 rooms

Figure 7 - Map showing South Locality Area and surrounding public sector estate



West Cluster

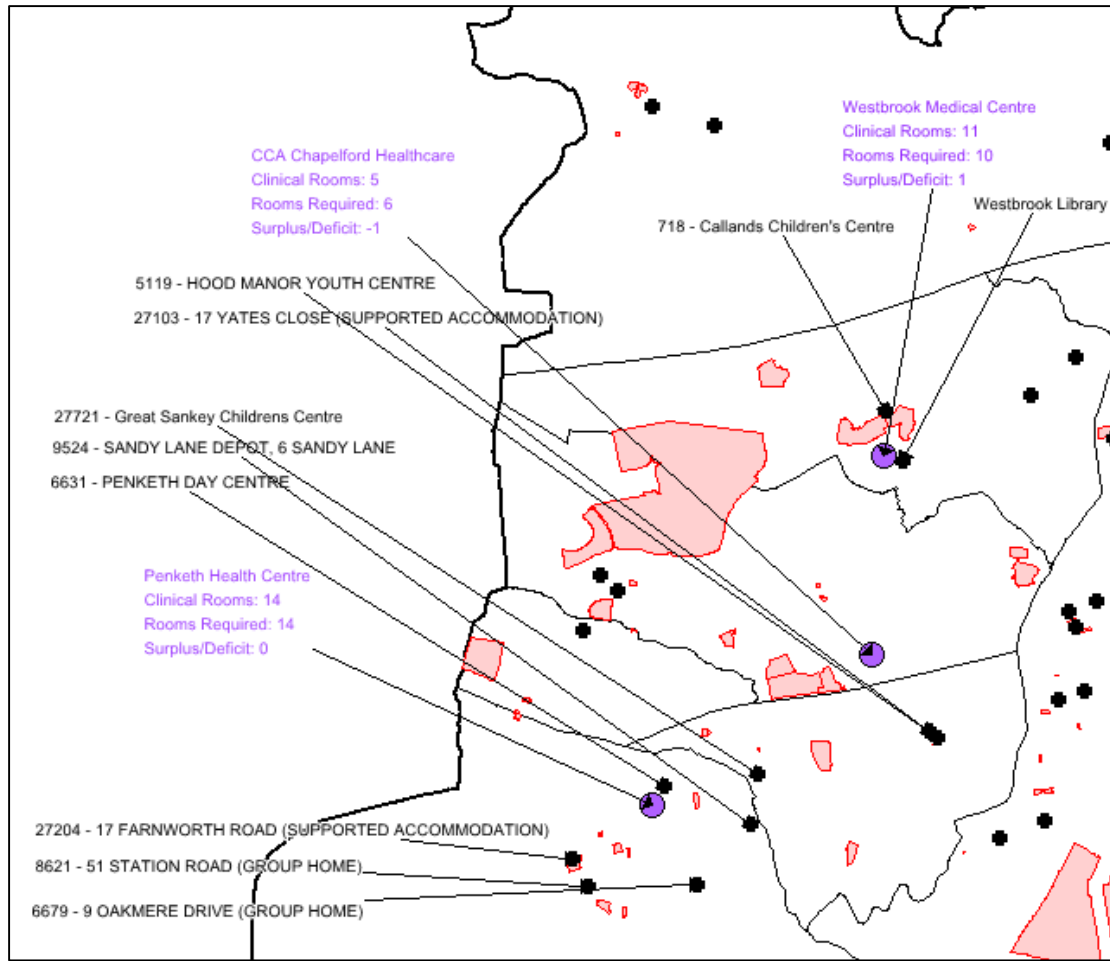
Almost all (97%) of patients registered with West Cluster GPs live in West NCA, 2% live in Central. Approximately 31% of West Cluster patients live in Whittle Hall, and a further 22% in Penketh & Cuedley. Most of the remainder are roughly evenly split between Great Sankey North, Great Sankey South and Westbrook.

The capacity analysis shows that the practices within the West cluster collectively have a surplus of two but in 2030 the practices are likely to be at capacity with one of the three practices being in deficit of clinical rooms. The planned Omega housing development of 1,100 units is located within this Cluster and considerations will need to be made as to how capacity issues will be addressed.

Table 11 – West Cluster Analysis

West Cluster Analysis	Current	2030
List Size	30,667	33,582
Estimated annual activity	184,002	201,492
Number of clinic rooms required	28	30
Surplus/Deficit clinic rooms	2 surplus rooms	At capacity, no surplus rooms

Figure 8 - Map showing West Locality Area and surrounding public sector estate



Warrington's Response

The table below summaries how the Warrington borough can respond to the development of future housing sites, population increases and future capacity constraints:

Table 12 – Summary of Warrington GP Cluster 2030 Capacity Analysis

Cluster	WTE GP 2030 capacity key points	Clinical space 2030 capacity key points	Key Housing developments (100+ net residual capacity)	Recommendations
Central East	4 additional WTE GPs required	3 surplus rooms	<p>Cardinal Newman High School – 110 units</p> <p>Bruche former Police Training Centre – 198 units</p>	<p>A combined view of the WTE GP and spatial analysis highlights there may be a deficit of 1 clinical room. The public sector estate in close proximity should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues e.g.:</p> <ul style="list-style-type: none"> • St Kath’s Contact Centre • Woolston Neighbourhood Hub <p>If there are no opportunities to share space or to enhance an existing facility to meet future demand, development of new clinical space may be required.</p> <p>The SEG will seek a S106 contribution towards health facilities prior to commencement of CIL</p>
Central North	5.3 additional WTE GPs required	At capacity	<p>Peel Hall - 1,480 units</p> <p>Warrington Central Trading Estate – 137 units</p> <p>Land south of Wilson Patten Street – 300 units</p> <p>New Town House – 110 units</p> <p>APW Thomas Locker – 106 units</p>	<p>A combined view of the WTE GP and spatial analysis highlights there may be a deficit of 5 or 6 clinical rooms. The public sector estate in close proximity should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues e.g.:</p> <ul style="list-style-type: none"> • Warrington Collegiate • IT Suite @ The Wolves • Bridge Street development • Bank House <p>If there are no opportunities to share space or to enhance an existing facility to meet future demand, development of new clinical space may be required.</p> <p>The SEG will seek a S106 contribution towards health facilities prior to commencement of CIL</p> <p>Opportunities for expansion of existing health facilities are being explored with the Fearnhead GP practice and the Padgate GP practice. The lease on the Fearnhead site is up for renewal and there may be a re-development opportunity linking in with the nearby shops. For the Padgate site, there may be an opportunity to link in with the council if the</p>

Cluster	WTE GP 2030 capacity key points	Clinical space 2030 capacity key points	Key Housing developments (100+ net residual capacity)	Recommendations
				nearby community centre is re-developed and there is co-location with Woolston Clinic.
Central West	6.1 additional WTE GPs required	12 surplus rooms	Arpley Meadows (abutting the west coast mainline) 646 units Arpley Meadows (most western parcel) – 1105 units Spectra Building – 250 units	A combined view of the WTE GP and spatial analysis highlights there may still be a surplus of clinical rooms.
East	3.7 additional WTE GPs required	5 surplus rooms	Land to North of Birchwood Way - 101 units	A combined view of the WTE GP and spatial analysis highlights there may still be a surplus of clinical rooms.
North	2.9 additional WTE GPs required	5 surplus rooms		A combined view of the WTE GP and spatial analysis highlights there may still be a surplus of clinical rooms.
South	10.9 additional WTE GPs required	In deficit by 3 rooms	HCA Land at Appleton Cross – 450 units HCA Grappenhall Heys – 505 units	A combined view of the WTE GP and spatial analysis highlights there may be a deficit of approximately 13 clinical rooms. The public sector estate in close proximity should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues e.g.: <ul style="list-style-type: none"> • Lymm Library • Broomfields Leisure Centre • Sandy Lane Children’s Centre

Cluster	WTE GP 2030 capacity key points	Clinical space 2030 capacity key points	Key Housing developments (100+ net residual capacity)	Recommendations
			<p>HCA - Land at Pewterspear Green – 185 units</p> <p>Pierpoint & Bryant Lagoon – 104 units</p> <p>Disused Railway Line (Parcel 2) – 144 units</p>	<ul style="list-style-type: none"> • Stockton Heath Library • Quayside building • Grappenhall Library • Grappenhall Clinic • Westy Sure Start Children’s Centre • St Margaret’s Community Centre • Westy Community Centre <p>If there are no opportunities to share space or to enhance an existing facility to meet future demand, development of new clinical space may be required.</p> <p>The SEG will seek a S106 contribution towards health facilities prior to commencement of CIL</p>
West	5.2 additional WTE GPs required	At capacity	<p>Omega – 1,100 units</p> <p>Lingley Mere – 200 units</p> <p>Land At Dawson House – 145 units</p> <p>Gemini 16 – 123 units</p>	<p>A combined view of the WTE GP and spatial analysis highlights there may be a deficit of approximately 5 or 6 clinical rooms. The public sector estate in close proximity should be reviewed to consider options for collaboration and sharing space to resolve any capacity issues e.g.:</p> <ul style="list-style-type: none"> • Westbrook Library • Callands Children’s Centre • Hood Manor Youth Centre • Great Sankey Children’s Centre • Penketh Day Centre <p>If there are no opportunities to share space or to enhance an existing facility to meet future demand, development of new clinical space may be required.</p> <p>The SEG will seek a S106 contribution towards health facilities prior to commencement of CIL</p>

Thresholds for future planning

In the context of the capacity analysis, a threshold is being agreed for planning colleagues to consult health partners as follows:

- The number of new dwellings or care home beds where primary care is already stretched and we are concerned about cumulative impacts (n=50) for Central East, Central North, South and West
- A higher threshold where we have sufficient capacity in primary care to absorb the new residents/care homes (n=100) for other areas
- Consultation on all proposed Extra Care facilities

In areas of capacity constraint the SEG will be seeking a S106 contribution towards health facilities prior to commencement of CIL and in other areas the SEG will need to take a review of health impacts on a case by case basis.

Table 13 – Warrington Thresholds for future planning

Cluster	Consultation with health for housing units N=50	Consultation with health for housing units N=100
Central East	✓	
Central North	✓	
Central West		✓
East		✓
North		✓
South	✓	
West	✓	

6.0 Estates Strategy – Our Call to Action

INTEGRATION 24/7

Implicit within the plans of the partnership organisations is a shared commitment to integration so that available services can be better understood, more easily accessed and delivered with increased efficiency. Given the squeeze on local spending, there is clear recognition that the delivery of the highest priority public services will be dependent on the elimination of waste.

To this end an early requirement of the estates strategy will be to obtain data on the utilisation of premises and introduce plans for the delivery of services from the minimum floor space at times and in locations that maximises the take-up of services by those needing them most through improved space utilisation and extended use of the assets.

An immediate action is to secure data on the condition and usage of the existing building stock and to develop an understanding of the potential of existing community assets to form part of a modern, fit-for-purpose and fully integrated public service infrastructure. Each property can be categorised as Key, Core or Surplus:

- Key is a long term commitment to that building so essential that it is fully utilised efficiently.
- Core is an essential service delivered from an existing suitable building but the service could relocate to an alternative suitable building if required.
- Surplus is a building that is either no longer fit for purpose and/or not financially viable.

Sharing of property data through the IT platforms electronic Property Information Mapping Service (ePIMS) and SHAPE will provide the basis for service alignment, benchmarking, identification of properties to undertake utilisation studies and for the development of informed estates strategies. It will also highlight those premises where the provision of an acceptable standard of service might be compromised through the nature and condition of the buildings in use.

QUALITY

Local authorities and the NHS are also seeking to identify and implement significant efficiencies from and effective use of property and see co-location and collaboration as an opportunity to save money and improve services at a local level. Effective partnership working already exists between Warrington Council and the local NHS partners which is being developed through the Warrington SEG.

By introducing more collaborative working with our partner organisations and by taking a ‘one public estate’ approach services can be delivered more efficiently and become more accessible as they can be provided closer to resident’s communities and their homes – the right space in the right place.

VALUE FOR MONEY

This estates strategy is service led and aims to directly support the successful achievement of core public service priorities and the wider modernisation programme. All property investment or divestment decisions must be able to demonstrate clear linkage to public service outcomes and/or efficiency savings.

This will enable other underperforming/expensive assets to be sold or leases terminated together with generation of further rental income from underutilised assets.

Assessments of all property will be made in each locality through the SEG. By achieving more co-location and shared services poor performing assets can be sold to save unnecessary running costs and to generate capital receipts to reinvest into the retained estate for the benefit of residents, patients, staff and local communities.

Within Warrington there are 3 LIFT buildings which are state of the art facilities located in communities with a high level of need as determined through the initial investment business cases. By the very nature of how these buildings are

funded they are virtually guaranteed to form part of the public sector estate for the long term therefore are 'Key' buildings.

It is very important therefore that the return on investment is maximised for the delivery of high quality public services within each of the communities they serve. In contrast there are a number of buildings in the public sector estate that are no longer fit for purpose, in the wrong location and/or have high levels of backlog maintenance which, if retained, will require significant funding from limited public sector budgets.

Although energy costs have come down recently the longer term trend is for above inflation increases and this is expected to continue over the medium term with energy costs forming a significant element of total property expenditure. A more joined-up and pro-active approach to managing down consumption is a key priority going forward to both reduce cost and to produce a more sustainable public sector.

6.1 INDICATIVE FINANCIAL SUMMARY

With over 141 buildings within Warrington Partner Organisation Estates having a combined annual running cost of over £20.4million this is a significant resource commitment. Based on initial assessments it is believed that property efficiencies of around 10% could be achieved through collaborative working which equates to a potential annual operational costs saving of circa £2million. Combined operational and capital savings are estimated at £3.5million.

The opportunities require more detailed analysis prior to progressing. The projected savings summary is based on the implementation of 5 key opportunities¹⁰, of which key financial information has been provided. The SEP has identified over 30 opportunities (see section 8); once these opportunities have been prioritised and key financial information has been provided, the overall projected savings can be reviewed and finalised.

Revenue	2015/16 Year 1	2016/17 Year 2	2017/18 Year 3	2018/19 Year 4	2019/20 Year 5
Implementation Costs	£0	£2.1million	TBC	TBC	TBC
Revenue Savings¹¹	£78,000	£140,000	£600,000	£600,000	£600,000
Capital Disposal Proceeds	£0	£3.6million	TBC	TBC	TBC
Net Year End Position	£78,000	£1.6million	£600,000	£600,000	£600,000
Cumulative Savings	£78,000	£1.7million	£2.3million	£2.9million	£3.5million

** include additional rental income in this line*

The above savings may not all be cashable but will provide additional capacity and resource to deliver more and/or improved public services. It is important to make reference to the 2015 Lord Carter Review of Operational Productivity in NHS hospitals, which estimates that £3billion could be delivered from improved hospital pharmacy and medicines

¹⁰ Development of the Great Sankey Hub, Warrington Council depot rationalisation, relocation of Breast Screening clinic from Warrington Hospital to Bath Street, Implementation of Phase 1 of Warrington and Halton Hospitals Estates Strategy, reduction of void costs

¹¹ Includes void costs savings

optimisation, estates and procurement management (£1bn from each) by adopting best practices and modern systems. The projected savings summary for Warrington will be reviewed in line with the Carter review in 2016/17 and beyond.

6.2 SUMMARY OF POTENTIAL SITES RELEASED FOR HOUSING

The table below summarises potential sites for disposal. The sites are categorised as follows:

- **Green** – feasibility and stakeholder discussions in place
- **Amber** – may come out of future projects which are yet to be discussed in detail
- **Red** – no discussions taken place yet, included simply due to freehold status

The table should be reviewed by the Warrington SEG members to determine which sites could be disposed of and released for housing. Included in the table below are the Warrington Council depots which could be considered for disposal for housing in line with the Council's depot rationalisation strategy. Warrington Council owned SHLAA sites are also be reviewed and added to the register below as required.

Table 14 - Summary of potential sites released for housing

Area	Site	Ownership	Site Area (SqM)	Annual Operating Costs	No. of potential housing units based on site area	Feasibility being explored (Y/N)
Warrington	Grappenhall Clinic	Bridgewater	TBC	TBC	2	Yes – discussions held at SEG
Warrington	Woolston Clinic	Bridgewater	TBC	TBC	2	Yes – discussions held at SEG
Warrington	13536 - WINWICK STREET REDEVELOPMENT AREA, FOUNDRY STREET	Warrington Council	TBC	TBC	TBC	No– for discussion at a later date
Warrington	18663 - SITE OF THE FORMER BEWSEY OLD SCHOOL	Warrington Council	TBC	TBC	TBC	No– for discussion at a later date
Warrington	24203 - LAND FOR NURSERY AT WOOLSTON CE PRIMARY SCHOOL, EPPING DRIVE	Warrington Council	TBC	TBC	TBC	No– for discussion at a later date
Warrington	24422 - WOOLSTON DEPOT NEW CUT LANE (LAND ONLY)	Warrington Council	TBC	TBC	TBC	No– for discussion at a later date
Warrington	26016 - Site of Former Brook Avenue Family Centre	Warrington Council	TBC	TBC	TBC	No– for discussion at a later date
Warrington	26069 - Land for Nursery Great sankey High School	Warrington Council	TBC	TBC	TBC	No– for discussion at a later date
Warrington	26081 - LAND FOR NURSERY AT CULCHETH COMMUNITY PRIMARY SCHOOL	Warrington Council	TBC	TBC	TBC	No– for discussion at a later date

The above savings may not all be cashable but will provide additional capacity and resource to deliver more and/or improved public services.

A key part of planning the remodelling of the estate will include engagement with residents and patients to understand their requirements from a future service and build these into the future designs and property management arrangements.

ENGAGING COMMUNITIES

A key part of planning the remodelling of the estate will include engagement with residents and patients to understand their requirements from a future service and build these into the future designs and property management arrangements.

FLEXIBILITY

Flexibility in our approach to use of the estate will be critical as we expect our staff to be working in a different way to meet the needs of our residents and patients.

This will require more flexible use of space - less demarcation and more shared space where appropriate and more collaborative use of space across the public services estate.

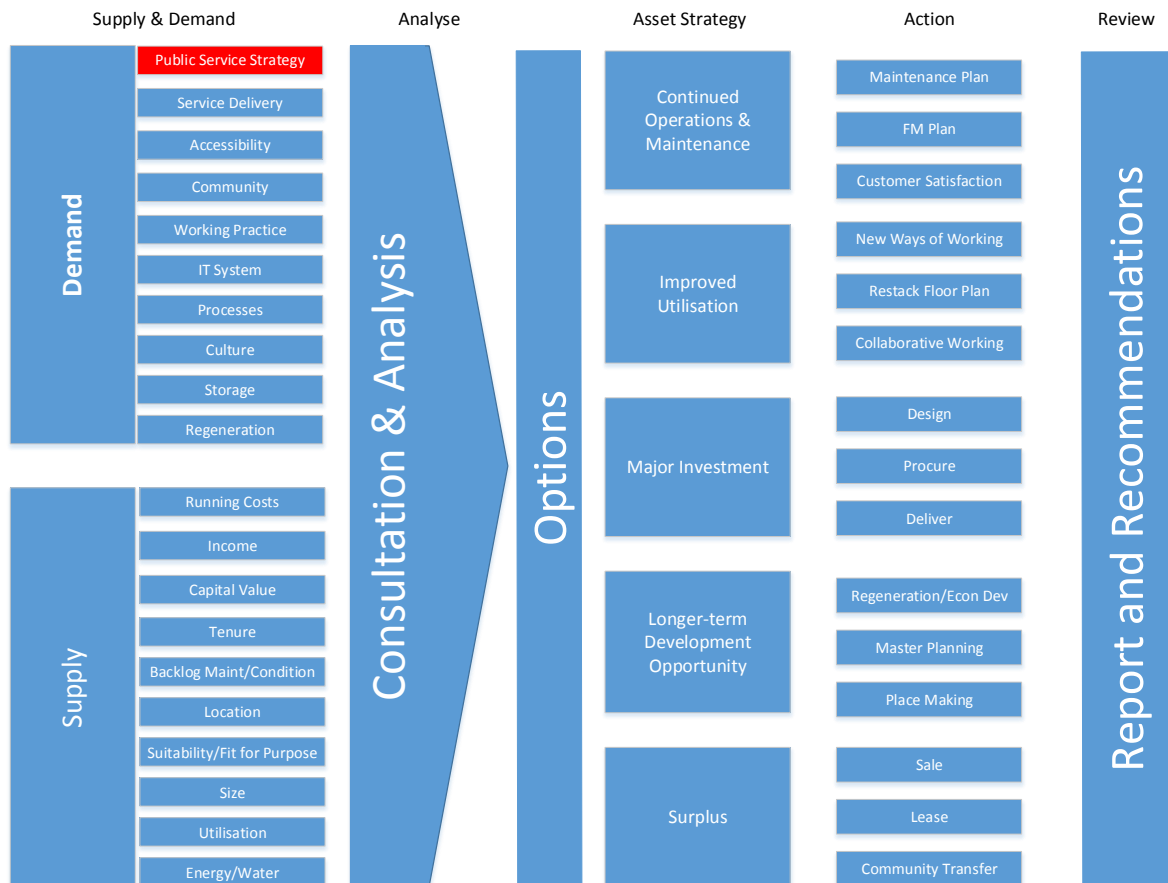
7.0 Estates Strategy – Our Approach

The strategic approach we are taking is based on a supply and demand model. The diagram below illustrates the approach to identify opportunities and challenges that will underpin the local service plans and priorities:



Although this is not the case in all services it is generally agreed that there is an oversupply of public sector property in Warrington and that more space can be released based on changing working practices and service delivery models. This is now being more formally assessed in priority areas in consultation with Partner organisations. This exercise will establish surplus capacity within the estate then consideration will be given to how this could be better used or released to generate savings and capital for reinvestment.

As detailed earlier in this paper, some Strategic Estates Planning work has already been produced across the borough. As a result, the following section summarises and refreshes existing work in line with the June 2015 Department of Health's guidance on developing Local Estates Strategies.



It is also accepted that improvements in frontline services delivery, access to services and space utilisation can be achieved by increased collaborative working with partners within the district particularly between the NHS and local authorities.

In parallel with the strategic property review working practices and service design should be considered as a more flexible use of space will reduce demand on property and therefore reduce cost. Space should be shared and only dedicated to a single use if there is a strong and supported case.

All partners that are involved in developing this strategy are committed to managing this through its common vision and effective cross agency working.

8.0 Key Milestones

NHS England has announced a PCTF SEP Support Fund which via NHS PS and CHP will invest £5m across the following areas:

- Primary care premises analysis – targeted assessment of capacity and condition of premises
- Utilisation studies – targeted analysis of utilisation to sweat assets and enable disposals
- Feasibility studies and business cases – large developments which are presented in local estates plans will require expertise to build business cases
- Transformation teams – targeted use of small teams of experts to aid design of infrastructure solutions

The following milestones should be considered when applications are made to the PCTF in February 2016. NHS England will review the SEP during December 2015 to begin considerations towards potential applications.

Table 15 – Warrington SEG Key Milestones

Milestone	Lead Organisations	Target Date
Implement projects awarded premises improvement grant funding for 2015/16	Warrington CCG	Year 1 2015/16
Implement projects awarded PCTF funding for 2015/16	Warrington CCG	Year 1 2015/16
<p>Explore opportunities for resolving primary care capacity issues in the following clusters:</p> <ul style="list-style-type: none"> • Central East • Central North • South • West <p>If there are no opportunities to share space or to enhance an existing facility to meet future demand, development of new clinical space may be required. Confirm health projects for inclusion in Infrastructure Delivery Plan.</p>	Warrington Council; Warrington CCG; NHS England	January 2016
Submit funding applications for 2016/17 PCTF funding round	Warrington CCG	February 2016
Submit a business case to NHS England in February 2016 to secure capital to cover the rent for the healthcare space of the Great Sankey Hub, with a view to only service charges to be charged out as a revenue cost to health tenants.	Warrington CCG	February 2016
Implement Warrington Borough Council Depot Rationalisation Strategy	Warrington Council	June 2016
Progress with One Public Estate Phase 3 with Cheshire West and Cheshire East Council.	Warrington Council	Year 1 2015/16; Year 2 – 2016/17
Progress with acquiring CCA Care Partnership Culcheth premises from receivers to ensure the premises remains as a key site for the local area.	NHS Property Services	Year 1 2015/16;

Milestone	Lead Organisations	Target Date
		Year 2 2016/17
Consolidate all staff teams into one corporate headquarters/staff base	Bridgewater	Year 2 – 2016/17
Maximise CHP buildings for clinical delivery as first priority (reduce voids), dispose of all freehold properties, dispose of all leased properties	Bridgewater	Year 2 – 2016/17
Progress with proposal to relocate Warrington & Halton Hospitals Breast Clinic from Warrington Hospital into Bath Street Health; re-apply for 2016/17 CHP funding if required	CHP, Warrington CCG, Warrington and Halton Hospitals	Year 2 – 2016/17
Develop a new Chapelford Primary Care Centre (with integrated pharmacy) which will replace the temporary portacabins the Chapelford practice currently operates out of.	NHS Property Services	Year 2 – 2016/17
Investigate how the wider health and social care estate can enable 7 day access to health and social care (in line with the Warrington CCG Strategic Commissioning Plan 2014-2019)	Warrington SEG	Year 2 – 2016/17
Explore the feasibility of how estate can support out of hours and urgent care (in line with the Warrington CCG Strategic Commissioning Plan 2014-2019)	Warrington SEG	Year 2 – 2016/17
Explore the feasibility of how estate can support the implementation of the Centres of Excellence Model (in line with the Warrington CCG Strategic Commissioning Plan 2014-2019)	Warrington SEG	Year 2 – 2016/17
Investigate how stakeholder estates management budgets and functions can be integrated to enable the outputs of this Strategic Estates Plan (in line with the Health & Wellbeing strategy)	Warrington SEG	Year 2 – 2016/17
Explore feasibility of disposing Woolston Clinic	Bridgewater	Year 2 – 2016/17
Explore feasibility of disposing Grappenhall Clinic	Bridgewater	Year 2 – 2016/17
Reduce void costs across 3 LIFT buildings	Community Health Partnerships	Year 2 – 2016/17
Develop Great Sankey Leisure Centre into a Neighbourhood Hub, providing a facility that will be inclusive for all in West Warrington	Livewire	2017
Develop the Bewsey and Dallam Hub in South Warrington.	Livewire	2017
Execute Phase I in a series of five Projects which will address the infrastructure problems on both the Warrington and Halton sites and also address pressing issues in clinical and support accommodation - for	Warrington & Halton Hospitals	Year 3 – 2017/18

Milestone	Lead Organisations	Target Date
the clinical and clinical support services based in Kendrick Wing, Thelwall House, North Lodge and the Mortuary, together with the demolition of redundant buildings and investment in new infrastructure to serve the whole of the site. Phase I will reduce the Trust's building area by a net 9,600m ² on the Warrington site - a reduction of 14% on the overall site area.		
Rationalise storage facilities and centralise	Bridgewater	Year 3 – 2017/18
Determine how estates can support the implementation the Vanguard sites	Warrington SEG	Year 3 – 2017/18
Proposed vacation of Cheshire Police current premises in Warrington and alternative/ replacement facility to be sourced	Warrington Council	Year 3 – 2017/18
To review existing Centre Management arrangements and to make proposals on how the management could be improved to better support frontline service delivery and efficiency.	TBC	Year 3 – 2017/18
Develop and introduce an improved cross agency room booking policy and systems.	TBC	Year 4 – 2018/19
Progress with 5 Boroughs owned estate rationalisation	5 Boroughs	TBC
Develop the existing Westbrook Library building into a mini Neighbourhood Hub for Westbrook	Livewire	TBC
Progress with Bridge Street Hub Development	Warrington Council	TBC
Development of a Multi-Agency Safeguarding Hub at Council HQ.	Warrington Council	TBC
Potential for release of surplus Warrington & Halton Hospitals land and possible co-location with Warrington Council for back office services.	Warrington Council	TBC

9.0 Risks/Constraints




Warrington public sector partners are committed to the delivery of this SEP. They recognise the potential to deliver both the opportunities and the benefits the document articulates. In addition, however, they acknowledge the risks and constraints inherent in fully realising these. Key risks and constraints are detailed below:

- ✓ Ensuring that the work programme of the SEG is **completely aligned** to the CCG's commissioning intentions and strategies is vital. It must clearly articulate the immediate priorities and targets, including the implementation of priority healthcare changes;
- ✓ The direction of travel remains **improved estate utilisation**, however this may require a **change in cultural behaviour** throughout partner organisations. Strong leadership and communication will need to be evident and effective to drive through the benefits of greater estate utilisation;

- ✓ In addition, a key constraint is the treatment of **void space** through public estate. This is a key issue for NHS commissioning organisations at present and particularly for CCGs with a weak financial position a major concern; and
- ✓ Having identified cost reduction opportunities via increased utilisation and void minimisation, a key risk is the ability of partner organisations to work collectively to **achieve disposals** and **realise capital receipts** for reinvestment. Furthermore, it is important to ensure that all **leasehold opportunities** in terms of break clauses are also recognised and realised.

10.0 Appendices

10.1 APPENDIX 1 - SUMMARY OF SEG PARTNER ORGANISATIONS

	<p>Warrington Clinical Commissioning Group (CCG) is responsible for NHS services used by Warrington residents. We comprise 26 Warrington GP practices and the GPs are now in charge of NHS decision making. We have a £259m budget to get the best health outcomes we can – Excellence for Warrington.</p> <p>Our Governing Body is mostly made up of local GPs, doctors and nurses, and we have an office support team in Birchwood. We want the views and experiences of ordinary people to be at the heart of everything we do.</p> <p>There are 212,000 people in Warrington, hundreds of GPs, 26 GP practices, and one CCG. We want to engage with everyone so everyone has a stake and a voice. We commission major local health services providers such as Warrington and Halton Hospitals, Bridgewater Community Healthcare Trust and 5 Boroughs Partnership.</p>
	<p>Warrington Health Plus is a Community Interest Company, made up of the 26 GP Practices in Warrington. By working together, we believe we can transform our services to benefit patients today and in the future.</p> <p>It is currently funded by the Prime Minister’s Challenge Fund (PMCF). Planned changes to primary care are now taking place at a faster rate than would have been possible without this extra funding.</p> <p>Within Warrington Health Plus, the town’s GP practices have come together to form seven clusters, each with a resident population of around 30,000 people.</p> <p>Each cluster of GP practices is looking to see where there are benefits in providing services together across a wider geographical area than a single GP practice. As clusters, we have opportunities to share specialist expertise, staff and resources to improve care and make the best of scarce skills.</p> <p>We are also working with Warrington Hospital and providers of community services (Bridgewater Community Healthcare Trust and 5 Boroughs Partnership), Warrington Council, Voluntary Organisations and other partners to look at how we provide services and how we can improve them. It is this commitment to working across organisations to deliver such large scale change that has earned us the coveted Social Enterprise Mark.</p>
	<p>Warrington Borough Council is ambitious for the town and its people as we believe that we have great strengths to build upon. We believe that the council, working together with residents, business and our partners, can build on these strengths and rally together in response to the challenges that face the town and make the most of our opportunities. We want to grow a strong Warrington – a place where everyone can thrive.</p> <p>We need to think differently about the way we provide services in the future, and work more closely with residents, partners and businesses to innovate so we can find new solutions together. We will promote the use of technology, encourage self-service to make the customer journey as easy as possible. We will focus resources on those who are most vulnerable.</p>



From May 2012 Leisure, Libraries and Lifestyles services transferred from Warrington Borough Council and merged into a Community Interest Company (CIC). As LiveWire is a CIC, any profit generated is reinvested back into developing and improving its facilities and services for the community to utilise. LiveWire strives to promote a healthy lifestyle, increased participation in activities whilst encouraging reading and learning through the use of free access to books, IT suites and the internet.

LiveWire is now the largest provider of Leisure facilities within the area and is committed to ensuring all members of the community have access to local facilities and activities. All services are Quality Accredited and offer excellent value for money on membership packages.



Bridgewater Community Healthcare NHS Foundation Trust (Bridgewater) is a leading provider of community health services in the north west of England.

We achieved Foundation Trust status in 2014 and are looking to use our position to transform the provision of healthcare for our communities. Our Mission is to improve local health and promote wellbeing in the communities we serve and we will do this by working closely with local people and partners to promote good health and to be a leading provider of excellent community healthcare services in the North West.

We provide high quality community and specialist services to 831,270 people living in:

- ✓ Runcorn & Widnes (Halton);
- ✓ St Helens;
- ✓ Trafford;
- ✓ Warrington;
- ✓ Wigan Borough; and
- ✓ Community Dental (provides services in all of the above areas plus Bolton, Tameside, Trafford, Glossop, Stockport and western Cheshire).

The majority of our services are delivered in patients' homes or at locations close to where they live, such as clinics, health centres, GP practices, community centres and schools. As a provider of both mainstream and specialist care our role is to focus on providing cost effective NHS care by keeping people out of hospital and supporting vulnerable people throughout their lives.

As a dedicated provider of community services our strategy is to bring more care closer to home – this means providing a wider range of services in community settings to keep people healthier for longer and developing more specialist services to support people to live independently at home.

We employ 3,400 staff and have an income of £140 million which comes from our commissioners, who include CCGs, NHS England and local authorities.



5 Boroughs Partnership NHS Foundation Trust provides treatment, support and guidance for a wide range of health issues. These include physical and mental ill-health issues and learning disabilities.

We're here for people of all ages, living in the boroughs of Halton, Knowsley, St Helens, Warrington and Wigan. We offer services in community clinics, day care centres and in-patient care for people with mental ill-health. In Knowsley, we are the main provider of health services including district nursing, health visiting, podiatry and physiotherapy.

We help the people in our community to enjoy positive mental health, and support those who are experiencing difficulties. With a team of dedicated and expert staff, and working closely with our local partners in each borough, we aim to provide you with high quality services.

'Mental health' covers a range of symptoms, conditions, thoughts and feelings, so we offer different types of care depending on individual needs.

In Warrington, we have a strong partnership with local GPs to support health living and eating. We provide a vast range of community health services from breastfeeding to end of life care. The first thing we always do though is, listen.

We believe in providing a better view for our service users and carers, our commissioners and partners, our employees, and our community. This means putting people first and making every effort to keep improving what we do. You will find us open and honest, knowledgeable, trustworthy and friendly.

We aim to deliver the very best care and advice, in safe and calm environments. We value the knowledge and experiences of our service users, carers, partners and communities, and involve them wherever possible in the decisions we make.



Warrington and Halton Hospitals NHS Foundation Trust provides first class services at Warrington Hospital, Halton General Hospital and the Cheshire and Merseyside Treatment Centre in the North West of England.

Our vision is 'High Quality, Safe Healthcare' and our staff work together to provide excellent health care services across the towns of Warrington, Runcorn (where Halton General Hospital is based), Widnes and the surrounding areas. We are responsible for a budget of around £215 million each year, manage over 4,200 staff and provide access to care for over 500,000 patients so there is a lot to know about us and how we work.

As an NHS Foundation Trust we are responsible for managing the health care and support services provided by our hospitals and our staff working in the community. We are responsible for a budget of nearly £215 million each year, manage over 4,200 staff and provide nearly 500,000 appointments or treatments each year.

Warrington and Halton Hospitals NHS Foundation Trust manages two major hospital sites - Warrington Hospital and Halton General Hospital. We also provide services at the Cheshire and Merseyside Treatment Centre on the Halton site.



Torus is the new housing group being formed by Warrington's Golden Gates Housing Trust and the St Helens-based Helena Partnerships.

Torus' vision is rooted in making better places, building new homes and creating jobs for local people. It passionately believes that this partnership will make two great businesses even better and provide greater opportunities across St Helens, Warrington and beyond.



In 2004, Renova Developments was formed to be the NHS LIFT company, a Joint Venture Public Private Partnership between Fulcrum, The Department of Health and the local NHS in Halton, St. Helens, Knowsley and Warrington.

Renova Developments is now owned by Fulcrum which is the private sector partner in a number of Public Private Partnership (PPP) businesses, and Community Health Partnerships (CHP) which is the company owned by the Department of Health to lead primary and community health care infrastructure development in the 49 NHS LIFT projects across England.

Following the creation of Clinical Commissioning Groups in April 2013, CHP works with the four CCGs in Halton, St Helens, Knowsley and Warrington to help them develop their respective primary care estates strategy and Renova is the organisation that develops the new buildings and supports the rationalisation of the estate to deliver primary care and out of hospital services.

	<p>Renova has been one of the most prolific LIFT companies in England and has developed 17 excellent new primary care and community health facilities. In addition, it has delivered consistent improvement in quality, value for money and customer satisfaction to its NHS partners and to local patients over the last 8 years.</p>
	<p>NHS Property Services manages, maintains and improves over 4,000 properties, working in partnership with NHS organisations to create safe, efficient, sustainable and modern healthcare and working environments. We are a limited company set up on 1 April 2013 and wholly owned by the Secretary of State for Health.</p>
	<p>CHP's focus is to support commissioners, CCGs, NHS England, GPs and Local Authorities to plan and utilise their estates efficiently and ultimately drive much needed savings. As head tenant for the NHS LIFT estate, CHP is responsible for the overall management of 305 buildings across England. We provide professional strategic asset management services to effectively manage the estate through improved utilisation and contract management, driving out value from property to contribute to savings.</p>
	<p>NHS England leads the National Health Service (NHS) in England. We set the priorities and direction of the NHS and encourage and inform the national debate to improve health and care.</p> <p>We want everyone to have greater control of their health and their wellbeing, and to be supported to live longer, healthier lives by high quality health and care services that are compassionate, inclusive and constantly-improving.</p> <p>NHS England shares out more than £100 billion in funds and holds organisations to account for spending this money effectively for patients and efficiently for the tax payer.</p> <p>A lot of the work we do involves the commissioning of health care services in England. We commission the contracts for GPs, pharmacists, and dentists and we support local health services that are led by groups of GPs called Clinical Commissioning Groups (CCGs). CCGs plan and pay for local services such as hospitals and ambulance services.</p> <p>We have devised a strategic vision for the NHS, along with our partners in health, called the Five Year Forward View. And now, with our partners, we are delivering that vision.</p> <p>This vision shows that we are getting serious about prevention, identifying and delivering improvements in health care, redesigning the NHS so it continues to meet the needs of patients, ensuring the NHS is financially sustainable and engaging the public in this whole process. We strongly believe in health and high quality care for all, now and for future generations.</p>

10.2 APPENDIX 2 - ANNUAL GP PREMISES INFORMATION 2014/15; PROVIDED BY HEALTH & SOCIAL CARE INFORMATION CENTRE

Practice Code	Practice Name	Practice Address	Practice Post Code	Contract type	Number of Registered Patients (Last Known Figure)	Number of Weighted Patients (Last Known Figure)	Premises Payments	Premises Payments per Weighted	Total NHS Payments to General Practice	Deductions for Pensions, Levies and Prescription Charge Income	Total NHS Payments to General Practice Minus Deductions
N81634	Cca Care Partnership	Cca Care Partnership Jackson Avenue Culcheth Warrington	WA3 4DZ	PMS	12,810	11,867	£0		£59,030	-£428	£58,602
N81107	Manchester Road Medical Centre	Manchester Road Medical Centre 280 Manchester Road Warrington Cheshire	WA1 3RB	PMS	2,880	2,962	£17,237		£308,419	-£23,530	£284,888
Y01108	Fairfield Surgery	278 Manchester Road Warrington Cheshire	WA1 3RB	PMS	2,806	2,736	£20,427		£324,741	-£54,544	£270,197
N81097	Dallam Lane Medical Centre	20 Dallam Lane Warrington Cheshire	WA2 7NG	GMS	2,979	3,306	£37,772		£347,228	-£789	£346,439
N81645	4 Seasons Medical Centre	4 Seasons Medical Centre Jubilee Way Warrington Cheshire	WA2 8HE	PMS	2,680	2,682	£169,946		£466,538	-£31,140	£435,397
N81637	Cockhedge Medical Centre	Cockhedge Medical Centre 7 Cockhedge Way Cockhedge Shopping Centre Warrington Cheshire	WA1 2QQ	PMS	2,909	2,945	£84,910		£467,339	-£30,981	£436,358
N81623	Stretton Medical Centre	Stretton Medical Centre 5 Hatton Lane Stretton Warrington Cheshire	WA4 4NE	PMS	3,053	2,860	£17,027		£501,444	-£30,479	£470,964
N81083	Parkview Medical Practice	Jubilee Way Orford Warrington	WA2 8HE	PMS	5,896	5,513	£125,481		£688,570	-£106,050	£582,519
N81065	Latchford Medical Centre	Latchford Medical Centre 5 Thelwall Lane Latchford Warrington	WA4 1LJ	PMS	5,962	6,139	£61,365		£691,709	-£74,197	£617,512
N81028	Causeway Medical Centre	Causeway Medical Centre 166-170 Wilderspool Causeway Warrington Cheshire	WA4 6QA	PMS	6,456	6,303	£46,363		£725,697	-£54,069	£671,628
N81059	Culcheth Medical Centre	Culcheth Medical Centre Thompson Avenue Culcheth Warrington Cheshire	WA3 4EB	GMS	6,962	7,230	£36,285		£738,820	-£93,814	£645,006

Practice Code	Practice Name	Practice Address	Practice Post Code	Contract type	Number of Registered Patients (Last Known Figure)	Number of Weighted Patients (Last Known Figure)	Premises Payments	Premises Payments per Weighted	Total NHS Payments to General Practice	Deductions for Pensions, Levies and Prescription Charge Income	Total NHS Payments to General Practice Minus Deductions
N81109	Padgate Medical Centre	Padgate Medical Centre 12 Station Road Padgate Warrington	WA2 0RX	PMS	6,822	6,645	£45,115		£769,136	-£125,440	£643,697
N81036	Springfields Medical Centre	Springfields Medical Centre Legh Street Warrington Cheshire	WA1 1UG	PMS	5,995	6,572	£151,884		£831,871	-£87,961	£743,910
N81041	Helsby Street Surgery	Helsby Street Surgery 2 Helsby Street Warrington Cheshire	WA1 3AW	GMS	8,378	8,960	£62,871		£897,821	-£123,750	£774,071
N81014	Brookfield Surgery	Brookfield Surgery Whitbarrow Road Lymm Cheshire	WA139AD	GMS	8,959	8,335	£82,296		£949,342	-£134,770	£814,572
N81108	Lakeside Surgery	Lakeside Surgery Lakeside Road Lymm Cheshire	WA130QE	GMS	10,217	9,547	£66,765		£1,024,243	-£142,839	£881,405
N81007	Holes Lane Surgery	Holes Lane Surgery 28 Holes Lane Woolston Warrington Cheshire	WA1 4NE	PMS	10,655	10,823	£75,014		£1,103,692	-£147,201	£956,492
N81089	Manchester Road Practice	Greenbank Surgery 274 Manchester Road Warrington Cheshire	WA1 3RB	PMS	9,450	10,298	£153,475		£1,112,331	-£146,202	£966,129
N81122	Westbrook Medical Centre	Westbrook Medical Centre 301 Westbrook Centre Westbrook Warrington	WA5 5FU	PMS	10,390	9,000	£58,741		£1,152,133	-£207,268	£944,865
N81012	Guardian Medical Centre	Guardian Medical Centre Guardian Street Warrington Cheshire	WA5 1UD	PMS	9,419	9,683	£102,869		£1,196,216	-£158,104	£1,038,112
N81056	Folly Lane Medical Centre	Folly Lane Medical Centre Folly Lane Bewsey Warrington	WA5 0LU	PMS	10,214	10,619	£103,704		£1,290,148	-£181,539	£1,108,608
N81114	Birchwood Medical Centre	Birchwood Medical Centre 15 Benson Road Birchwood Warrington Cheshire	WA3 7PJ	PMS	11,412	11,214	£90,970		£1,343,509	-£228,189	£1,115,320
N81628	Eric Moore Partnership	Eric Moore Partnership Orford Jubilee Park Winwick Road Warrington Cheshire	WA2 8HE	PMS	8,219	8,390	£170,699		£1,343,958	-£100,308	£1,243,651
N81048	Fearnhead Cross Medical Centre	Fearnhead Cross Medical Centre 25 Fearnhead Cross Fearnhead Warrington	WA2 0HD	PMS	14,164	14,746	£118,229		£1,591,085	-£186,807	£1,404,278
N81020	Penketh Medical Centre	Penketh Medical Centre Honiton Way Penketh Warrington Cheshire	WA5 2EY	GMS	15,222	15,574	£94,634		£1,679,558	-£210,723	£1,468,835

Practice Code	Practice Name	Practice Address	Practice Post Code	Contract type	Number of Registered Patients (Last Known Figure)	Number of Weighted Patients (Last Known Figure)	Premises Payments	Premises Payments per Weighted	Total NHS Payments to General Practice	Deductions for Pensions, Levies and Prescription Charge Income	Total NHS Payments to General Practice Minus Deductions
N81075	Stockton Heath Medical Centre	Stockton Heath Medical Centre The Forge London Road Stockton Heath Warrington	WA4 6HJ	PMS	17,352	16,382	£182,535		£1,878,170	-£281,824	£1,596,346

10.3 APPENDIX 3 – SEP SUPPORTING DATA



Front Section V8 9
June 15.pdf



NHS Warrington
based on V8.pdf



Projecting Population
and Health Services [Property Register



New Warrington



Warrington Primary
Care Capacity Cluster