

Subject: SHRUBLANDS YOUTH AND ADULT CENTRE SITE

Report to: Housing and Neighbourhoods Committee 28 July 2016

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SUBJECT MATTER/RECOMMENDATIONS

This paper is for information and to serve as an update upon the progress made at the Shrublands site around the integration of services to support the health and wellbeing of Gorleston Residents

1. INTRODUCTION/BACKGROUND

‘The Shrublands’ is a 6 acre, multi-use site consisting of several buildings for both specialised and community use. The site was converted, in 1949, from a farm to Shrublands Youth and Adult Centre.

The Shrublands started as a testbed, integrating young people and adults in a centre designed to provide a meeting place, together with facilities for physical and mental recreation, social and intellectual development and to foster community spirit. This proved to be extremely successful with between 75,000 & 80,000 attendances per year recorded at the Centre in the mid-1960s.

Today, many of the original community buildings are still in place and extensively used, together with the original farmhouse and some new more modern purpose buildings; the Seagulls Sure Start Centre and Day Nursery, the Brooklands Short Stay School and a temporary modular building housing the Gorleston Medical Centre. The site currently houses the Council’s Neighbourhood Management Team, MESH, community Café, large hall, gym and several meeting spaces. The site is open seven days a week and in use from 8am to 10pm most days. It is owned and operated by Norfolk County Council.

In 2015, NHS Great Yarmouth and Waveney Clinical Commissioning Group

(HealthEast) undertook public consultation regarding GP Premises in Gorleston and Bradwell, seeking to rationalise and improve Primary Care capacity. Following consultation, the public preference was for Shrublands site to be developed as the main surgery. It was agreed that the development of a Primary Care Centre (PCC) should take place on the Shrublands site, with three GP Surgeries (Gorleston Medical Centre, Family Health Care Centre and Falkland Surgery) moving to the new PCC.

The planned redevelopment of the site is scheduled to conclude in 2020. This falls within the current 5 year extension to Planning Permission granted to the Gorleston Medical Centre's temporary modular building in 2015.

2. **DEVELOPING AN INTEGRATED MODEL ON A SHRUBLANDS CAMPUS**

Norfolk County Council, Great Yarmouth Borough Council, HealthEast and the Shrublands Trust partners have agreed the Shrublands site provides an opportunity to be an exemplar of community based partnership working and integration.

Opportunities around which to drive the integration forward include:

Norfolk County Council – NCC see the opportunity for developing the site as a community hub, including a base for a Community Clinic for Adult Services. Children's Services will provide children and young people and family early help services.

Great Yarmouth Borough Council – As well as providing a local base for staff 'hot-desking' whilst working in the neighbourhood, as part of the 'flexible working programme, the Council could also consider relocating the Neighbourhood Housing Office to the Shrublands site. The site will remain a base for the MESH Neighbourhood Team, also providing the base for the council's 'Neighbourhoods that Work' programme, a team of staff from a

variety of voluntary sector organisations, helping the local community to become better 'connected' and more resilient by promoting active involvement and providing life skills and employment support.

HealthEast – Following the recent public consultation to invest in Primary Care provision and facilities and increase the range of services available on the site, including up to three GP practices, the new 'out of hospital' team for Gorleston and southern Villages and potential for outreach services from the James Paget University Hospital.

Strategic Leadership for Great Yarmouth – Senior leaders from the council, NCC, HealthEast, Police, Fire & Rescue and Job Centre Plus have met to discuss the need for a more focused approach to integrating services for the benefit of residents in Great Yarmouth. The Shrublands project was one of the key projects that the group wants to take forward, which would enable the expansion of services with a stake in the Shrublands shared strategy.

The Shrublands site therefore provides a real opportunity to promote health and well-being in Gorleston through community based partnership working operating on three key integrated levels:

1. Building on the strengths of the local community and creating the conditions in which people are better able to support themselves, their friends and family and the wider community.
2. Providing early help to people when they need it, whether for health or care needs, education, employment and training or a range of other support. Whether from the public or voluntary sector, the support should be based around the person with 'no wrong front door' to help and a culture of collaboration
3. Providing more specialist support to residents, including 'out of hospital' healthcare, social care and supporting people to live well in the

community, including those with long term health conditions.

Partners are in agreement that the proposed development should be for the benefit of the community as a whole and they should work together to create a 'Shrublands Campus', incorporating Health, Social Care, Voluntary Sector Services and Community Groups. Great progress has been made in encouraging engagement across the system and existing site users, with stakeholder involvement and consultation at all levels.

Regular strategic meetings have been focused upon encouraging and increasing opportunities for integration across the proposed Shrublands Campus.

Discussion in these meetings has increased the range of services to be provided at the Shrublands site, including Mental Health, and Adult Social Care services. The group supports the concept of a Shrublands Campus, with Health and Social Care being provided alongside community groups, voluntary organisations and wellbeing services. These meetings have served to ascertain the needs of the current site users, and to explore the current site capacity. Plans are also to be established for integration of IT across the site in accordance with the principles of the Digital Roadmap.

LSI Architects are in the process of developing a Schedule of Accommodation for the site, which will be used to inform the design of the Shrublands Campus. This work is being undertaken with a view to optimising the design and layout of the site such that synergies may be created in the way services are delivered and located on the site. The Shrublands Campus model will have a shared reception area for a variety of services. This concept of there being 'no wrong front door' to the Campus will enable individuals to be directed to the services they require, but will also increase awareness of the many other facilities available throughout the Campus.

3. **FINANCIAL IMPLICATIONS**

At this stage there are no Financial Implications to the Council as part of a capital reconfiguration. Financial implications for the council will need to be reviewed based on how fully council services integrate on the site, in particular implications for the HRA if a decision were taken to move the Neighborhood Office. HealthEast are currently submitting bids to NHS England to fund the capital element. NCC have also proposed the scheme as a priority project for Norfolk's One Public Estate – looking at more effective joined up use of buildings in public ownership.

4. **RISK IMPLICATIONS**

At this stage there are limited risk implications from maintaining council involvement in the partnership.

It is hoped that through this potential development of the site the currently disused Grade 2 listed farmhouse, can be restored and brought back into use. However the nature of the site and the farmhouse's listed status has presented some design challenges. The listed status means that no development can take place in front of the farmhouse, meaning that the majority of the site (currently green space) is unavailable, and the development of the site must happen in and around existing buildings on the site.

5. **CONCLUSIONS**

The Shrublands Campus offers an opportunity to integrate services for the benefit of residents, aligning with the Neighbourhoods that Work principles changing the way we work with people with complex needs in a more effective and joined up way. It responds to the ambitions within the corporate plan around developing community hubs to support Early Help and prevent more costly service interventions at a later stage.

6. RECOMMENDATIONS

The Housing and Neighbourhoods committee are asked to note the contents of this report. Further updates will be shared as the project develops.

7. BACKGROUND PAPERS

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	None at this stage
Section 151 Officer Consultation:	Through EMT
Existing Council Policies:	Corporate Plan
Financial Implications:	To be determined and presented back to committees as the project progresses
Legal Implications (including human rights):	None at this stage
Risk Implications:	None at this stage
Equality Issues/EQIA assessment:	Scheme would be designed to have an overall positive impact
Crime & Disorder:	Scheme would be designed to have an overall positive impact
Every Child Matters:	Scheme would be designed to have an overall positive impact