

ST THOMAS'S DEVELOPMENT

Report of the Director of Development and Regeneration

1. PURPOSE OF REPORT

- 1.1 The development proposals outlined in this paper will transform the former St Thomas' hospital site into a new intergenerational community and reinvent the way the Council delivers Intermediate Care.
- 1.2 Led by the MDC and delivered through Viaduct Housing, the ambition for this scheme is to deliver the vision and values of the MDC, and in partnership with Homes England bring forward an exemplar scheme that delivers 67 new affordable homes alongside a new Intermediate Care facility.
- 1.3 This report seeks endorsement for the overall approach as well as commitment to taking the scheme to a detailed design stage which will also include planning submission and procurement of a main contractor.

2. BACKGROUND

- 2.1 The Council acquired the former St Thomas' hospital site from Homes England in December 2020. The original buildings are Grade II Listed and date back to the 1840s when the site was used as a workhouse. Some of the buildings on site are later additions and vary in respect of their architectural significance.
- 2.2 The site has been vacant since its most recent use as a hospital ceased in 2004. Since then the ownership has changed hands several times and various residential schemes have been tabled but none have been deliverable.
- 2.3 Despite an external restoration of the main building in 2010, the buildings are in poor condition and have suffered from theft and vandalism.
- 2.4 The site is within the Royal George Quarter of Town Centre West, as established by Stockport MDC and defined in the Town Centre West Strategic Regeneration Framework that was endorsed by Cabinet following public consultation in November 2019. This is a key early scheme for the MDC and will look to demonstrate the key guiding principles of the MDC of Community, Sustainability and Innovation.
- 2.5 The site adjoins Stockport College to the North East and the Flint Street housing development to the North West that was completed by Stockport Homes and Seddons in early 2019.

- 2.6 St Thomas's will be one of the flagship schemes for both the Council and the MDC and our ambition is to create an exemplar scheme that sets the bar for future Town Centre West developments and a new model of care provision.

3. ALL AGE LIVING

- 3.1 Alongside the momentum that is being gathered in Town Centre West, the Council has published its prospectus for All Age Living which sets out the ambition to deliver happy, healthy homes to age well in Stockport (Appendix 2). Part of this ambition will involve the development of accessible and adaptable lifetime homes where people can live well at home for longer. The redevelopment St Thomas' is an ideal opportunity to embrace these principles, while boosting Council housing supply and social care capacity.
- 3.2 Happy, Healthy Homes to Age Well in Stockport (A Prospectus for All Age Living) is well underway in its ambition for all age housing in Stockport and is responding to a growing ageing population and changing expectations about how older people can, should and want to live. Its Strategic Plan has an array of big ideas and tangible concepts that have been developed into a Programme of Work with the Academy of Living Well being one of its major highlights. The development of this programme puts Stockport at the vanguard of Local Authorities in their Market Shaping Care Act duties.
- 3.3 Other highlights from the Programme include, market shaping exercises such as our external market research programme, which has undertaken deep dive interviews with local residents, facilitated by ethnographic research experts, to better understand the complex issues facing Stockport residents. The resulting data will help us to shape our future planning of the market, and fuel our thinking.
- 3.4 Reimagining Social Care and how it is delivered throughout Stockport in the future, more so post covid, is fundamental to the success of the Academy of Living Well, and our vision to enable people to live well at home for longer. Showcasing Social Care in Stockport as an attractive career pathway, alongside the Centre of Excellence of the Academy of Living well, will achieve our goals of improving the recruitment and retention levels of local candidates and by having a Stockport Standard of Care that staff work to, will build confidence in the people who access the services and ensure Stockport is a leader in the delivery of care. Collaboration between Adult Social Care, the Education Sector, Housing, and other key players has begun to reimagine the workforce.

4 OUTLINE DEVELOPMENT PROPOSALS

- 4.1 Since the Council acquired the site in December 2019 an indicative scheme has been developed incorporating the following components.
- i) Affordable Housing which would be developed and managed by Stockport Homes comprising:
- Restoration of three of the Listed Buildings to provide 35 one and two bed apartments

- Façade retention of two further buildings to deliver an additional 19 apartments
- 13 new build town houses, including two multi gen houses with a self contained one bed apartment annex
- Tenure mix will be circa 80% shared ownership and 20% social rent

ii) A new 70 bed intermediate care and dementia care facility

- This will replace and improve intermediate care which is currently being provided elsewhere in the borough as well as providing additional dementia care capacity.
- The Academy will operate an innovative household model, which is proven to enhance residents' well being, providing 5 households and a total of 70 intermediate & dementia care beds in en suite rooms
- Complimentary uses on the ground floor might include community space and bistro, and a garden area for use by the residents
- There will be some ground floor space which will be dedicated to complimentary commercial uses.

4.2 The ambitions of the development align with the key principles of the MDC Business Plan which was endorsed by Cabinet in June 2020. The three key principles of Community, Sustainability and Innovation will be engrained in the design process from initial concept. Further details of this can be found in the St Thomas's in Royal George Prospectus which can be found at Appendix 3.

4.3 One of the key drivers of St Thomas' is to create an intergenerational community. Such positive integration has been demonstrated elsewhere to enhance resident wellbeing and satisfaction. This will be achieved through the development of high quality life time homes and the creation of attractive communal gardens, including an orangery and growing spaces that will be designed in a way that encourages social interactions and engagements. Residents will be encouraged to join in community activities and actively participate the management of the development.

4.4 Part of the brief for the development is to look at ways to push the boundaries in terms of sustainability. Passivhaus is the gold standard in energy efficiency for new builds and we will aim to deliver the new build homes to this standard. For the intermediate care facility we will seek to achieve BREEAM Excellent accreditation and include the installation of ground source heat pumps to generate green energy for the building.

4.5 The delivery of this development will unlock the opportunity for new connections as part of the blueprint for the wider Town Centre West area creating new walking and cycling connections on Holland Mill Road and Royal George Street. These new "green routes" will connect St Thomas' with the proposed development at Royal George Village and the wider Town Centre as well as the established local communities in Edgeley and Shaw Heath.

4.6 The development ambitions for St Thomas' will be balanced against the important heritage and architectural importance of the Listed buildings and a sympathetic restoration is proposed for the main buildings which will provide a viable future use and preserve the architectural fabric for years to come.

5. THE ACADEMY OF LIVING WELL

- 5.1 The new intermediate care facility has been named The Academy of Living Well and will provide step up/step down care for patients transitioning between hospital and home. We want to explore and develop bold and new concepts in the operation and management of this home, learning from the shortfalls we see in current approaches.
- 5.2 The household model provides the flexibility to adapt the household types responding to change and sustainability. Each household will be home-like, with small Teams of “Champions” who will engage and encourage residents to participate and support each other in their care and recovery, as part of The Big Table concept. The goal is to enable them to return and live well at home as soon as possible.
- 5.3 The Academy will transform the traditional approach to leadership and staffing, through the creation of self-managed teams who will be driven by clear goals and outcomes focused on putting people first.
- 5.4 The self-managed teams will operate autonomously with control over day-to-day decisions; ultimately being “Champions of Care” in Stockport. The Academy workforce will be Adult Social Care led and a beacon of excellence. The Registered Manager and Champions of Care will deliver the service set out in Stockport Standard Charter of Care.
- 5.5 The training and development of staff will be designed around a new “Stockport Charter of Care” and a “Recruitment and Retention Strategy” that will shape an attractive career pathway with a particular focus on Apprenticeships. We are working with the Work and Skills Team to map out how this could be delivered.
- 5.6 Technology Enabled Living plays a big part in our strategic plans, and we are researching, designing, testing and innovating the technological products that will improve the wellbeing of individuals. Our Tec Lab designed within the Academy of Living Well will showcase some of the products that will aid recovery and support wellbeing, and will be a hub for testing, demonstration and training. Research into handheld devices and other new ideas has commenced and products are being considered to support the wellbeing and social connectedness of residents and the workforce with their operations.
- 5.7 Initial consideration has been given to an operational model for the Academy which could be:
- commissioned with an exemplary external provider;
 - partnership between relevant bodies in both the statutory and VCSE sectors;
 - or a joint venture capturing the best of all potential partners.

Further work will be undertaken over the next few months to establish which of the above models (or combination of the above) is the optimal solution.

6 NEXT STEPS

6.1 In order to progress the scheme detailed design works now need to be undertaken, as well as survey work, feasibility and a full range of Planning documents need to be commissioned. The estimated site wide cost to produce a detailed design for both components of the scheme which can be submitted for Planning Approval and Listed Building Consent is in the region of £715,000. This will progress the scheme to RIBA Stage 3 and allow a tender process for the appointment of a main contractor.

6.2 This figure can be apportioned between the various components of the development as follows

Affordable Housing	£345,000
Academy of Living Well	£350,000
Highways Design	£20,000

6.3 Stockport Homes will cover the cost of the Affordable Housing design fees and revenue funding is sought from the Council to cover the cost of designing the Academy and required Highways improvements. It is anticipated that the design fees will eventually be capitalised as part of the overall cost of the development and a further authority will be sought once the construction costs of the development are known through the procurement exercise.

6.4 Initial detailed financial modelling has been undertaken with the support of CBRE Specialist Markets team who have expertise in the field which indicates financial affordability for delivery of the Academy can be achieved. Further details of this, including analysis of the risks can be found in Appendix 1.

6.5 Building upon work that has already been undertaken and if we are able to work at pace we can expect a Planning Determination in November 2020 and if approved a start on site would be expected in January 2021.

7. FINANCIAL IMPLICATIONS AND RISKS

7.1 Financial implications and risks are contained in a confidential appendix to this report.

8. RECOMMENDATIONS

8.1 That the Corporate Director for Place Management & Regeneration, in consultation with the Cabinet Members for Resources, Commissioning, & Governance, Housing and Communities and Adult Social Care and Health:

- Endorse the principles of this key regeneration scheme for Town Centre West and the wider Borough and support the proposal to progress the scheme to RIBA Stage 4 design.

- Note that a Planning Application will be submitted and an application made for Listed Building Consent based on the outcomes of the detailed design work
- Approve revenue costs of £370,000 to undertake the next stage of design for the Academy of Living Well and associated Highway improvement designs.

8.2 That it be noted that further approval will be sought for the Capital Funding to deliver the Academy of Living Well once Planning Permission has been secured and the build cost has been finalised.

ADDITIONAL PAPERS

Appendix One – Financial Implications and Risks **CONFIDENTIAL**

Appendix Two - Happy, Healthy Homes to Age Well in Stockport (A Prospectus for All Age Living)

Appendix 3 – St Thomas' in Royal George Prospectus

BACKGROUND PAPERS

Town Centre West Residential Strategy Cabinet Report 24 April 2018

Town Centre West Strategic Regeneration Framework – Outcome of Consultation Cabinet Report 11 November 2019

MDC Strategic Business Plan 2020-2025 Cabinet Report 23 June 2020

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