

UPDATE: STRATEGIC ESTATE DEVELOPMENT

Relevant Board Member(s)	Dr Ian Goodman, Chair, Hillingdon CCG Councillor Phillip Corthorne
Organisation	Hillingdon Clinical Commissioning Group
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Papers with report	Section 106 Healthcare Facilities Contributions (June 2017)

1. HEADLINE INFORMATION

Summary	This paper updates the Board on the CCG strategic estate initiatives and the proposed spend of s106 health facilities contributions in the Borough.
Contribution to plans and strategies	Joint Health & Wellbeing Strategy, Out of Hospital Strategy, Strategic Service Delivery Plan
Financial Cost	To be identified as part of the business case for each individual project.
Relevant Policy Overview & Scrutiny Committee	N/A
Ward(s) affected	All

2. RECOMMENDATION

That the Health and Wellbeing Board notes the progress being made towards the delivery of the CCGs strategic estates plans.

3. HILLINGDON ESTATE STRATEGY - OVERVIEW

Below is an outline of the Hillingdon vision of how the key priorities outlined within the Five Year Forward view and the STP guidance will be addressed:

Health & Wellbeing

- Working collaboratively across health, social care and public health, we will improve outcomes and reduce inequalities for our population with a focus on those with both

traditional Long Term Conditions (including both physical and mental health LTCs) and emergent categories of LTCs such as pain, frailty and social isolation.

- Our coordinated programme of work will bring together our existing plans for the BCF and our Health & Wellbeing Strategy (HWBB) and engage our whole community to create a resilient population and assist people to remain independent with better quality of life for longer.

Care & Quality

- We will provide care that is safe, effective and delivered by experienced practitioners through collaborative working across health and social care services.
- We will be able to share information that improves the quality of health and social care services and that enables our population to make informed choices.
- We will deliver the best and highest quality care possible within the constraints of our local economy and the growth in demand that we are predicting.

Finance & Efficiency

- It is simply not viable to continue trying to respond to increasing demand for services, particularly at the expense of preventative action. We are committed to finding financial savings and ways to achieve better outcomes for individuals and their families through the better integration of services and by reducing demand through an increased focus on prevention and patient activation.

Key Drivers and Challenges

- To meet an estimated increase in demand and complexity of care delivered in the community for out of hospital care across the area of 30%-35%.
- Enable a major shift in care from within a hospital setting to an out-of-hospital setting so more people are treated closer to their homes.
- A need to improve utilisation of the existing estate and effectively target strategic investment in new estate in locations appropriate for a Hub health care delivery model.

Forecast population and demographic growth in Hillingdon suggests an increasingly diverse population.

Key points emerging from the strategic estates plan

- The need to progress the aims of the Out of Hospital strategy. Focussing investment in locations which support implementation of the strategy at Uxbridge/West Drayton, North Hillingdon and Hayes & Harlington.
- The need to secure long term premises solution for the Shakespeare Medical Centre and Yeading Court Surgery.
- The need to address poor primary care infrastructure by making sure GP practices are in the right location and in fit for purpose accommodation.
- To build primary care estate capacity in Hayes Town to respond to the growth derived from the Housing Zone.
- To secure a replacement site for Yiewsley Health Centre and build additional capacity to respond to local residential development.
- The need to improve access to health care for people living in the Heathrow Villages.

- Consideration of any potential impact from the Southall Gas Works site development on Hillingdon practices.
- To develop a plan for the future of the Northwood and Pinner Community Hospital that respects the heritage of the site and realises the potential of its location.
- Consider any opportunity created by the future plans of Brunel University.
- Support The Hillingdon Hospital Trust with its master planning for both sites.

Current status of strategic estate priorities

The table below summarises the projects and the current status.

Project	Status
Create an Out of Hospital Hub in North Hillingdon	The CCG has completed a Project Initiation Document for the creation of a new Out of Hospital Hub for the North of the Borough preferably on the Mount Vernon Hospital site. Negotiations with The Hillingdon Hospital Trust continue to establish whether the Hub is delivered as part of the new Skin Clinic or an alternative location on the hospital site.
Create an Out of Hospital Hub in Uxbridge and West Drayton	The CCG has continued to work in partnership with Central and North West London NHS Foundation Trust (CNWL) to identify a potential location for the Hub. A feasibility study has been commissioned to establish the development potential of the existing Uxbridge Health Centre site to meet the Hub requirements.
Building capacity for Hayes and Harlington	The CCG, working in partnership with the Council, has been successful in securing circa 900m ² of accommodation for a new health facility as part of the Old Vinyl Factory development. Negotiations are now underway to establish commercial terms and the detailed design. Using Council housing projections the CCG has established a further requirement of circa 600 m ² of health care space in Hayes to accommodate the new population. Discussions are now taking place with the developer of the Nestle site to establish whether additional health accommodation can be provided on this site.
New premises for Shakespeare Medical Centre and Yeading Court Surgery	Negotiations between the practice, CCG and Council are progressing well for the proposed relocation of the practice to new premises on the former Woodside Day Centre site. The indicative design and final draft Heads of Terms have been signed by the practice. Cabinet approval will now be needed to progress the scheme.
Yiewsley Health Centre	The CCG has been successful in securing funding to refurbish some recently vacated space at the site into additional clinical accommodation. This will create additional capacity for primary care provision at the site. A long term solution for the site is still being explored with the support of CNWL and the Council planning team.
Future of Northwood and Pinner Community Hospital	The business case has been approved which enables NHS Property Services (NHS PS) to commit funds to working up

	<p>a preferred option for Northwood and Pinner Community Hospital and Northwood Health Centre combined, including re-provision of the health centre.</p> <p>A design team and planning consultants have been appointed to work on the project and provide options for mixed-use redevelopment with a new health facility on the Pinner Road site and dealing with the site specific sensitivities.</p> <p>The requirements from the CCG are being used to develop options, with on-going engagement to refine the design and floor space requirements.</p> <p>NHS PS met with Hillingdon Council informally in July to discuss the principle of redevelopment and NHS PS is now working towards producing a preferred option in order to submit plans to the Council for more detailed pre-application discussions.</p>
Improving Access to Primary Care	<p>The CCG continues to review the quality and capacity of primary care premises across the Borough. A primary care strategy has been developed and is due to be approved by the Primary Care Board in September 2017.</p> <p>Thirteen GP practices have received NHS funding to invest in improving practice premises. The total amount of investment being made totals £2.7 million and will benefit more than 70,000 patients.</p>

Financial considerations

The NWL Strategic Outline Case Part 1 (SoC1) for the first tranche of capital required to deliver the Shaping Healthier Future and Strategic Transformation Plan estates projects has been approved by NHS England. The SoC was a bid for £513m of capital funding to invest in buildings and facilities for GP practices and Hubs across NW London and acute hospitals in outer NWL.

In Hillingdon this includes:

- additional investment in a number of GP practice premises to improve access, clinical capacity and quality;
- the capital investment required to deliver the North Hillingdon and Uxbridge & West Drayton Hubs; and
- the expansion of A&E and the maternity unit at Hillingdon Hospital.

The SoC will also require the approval of NHS Improvement, the Department of Health and Treasury and a programme is in place for approvals to be progressed throughout the remainder of the year.

Hillingdon Council, on behalf in consultation with the NHS in Hillingdon, has been collecting s106 contributions for health from residential developers where the size and scale of the

housing scheme has been identified as having an impact on the delivery of local health services. Funding has been secured by the Council for investment in health premises and services in the Borough in order to help meet increased demand for health services as a result of new development. This additional non-recurrent funding has been used to build capacity within the primary care estate and subject to the Council's formal s106 allocation process, it is proposed that any further contributions received are used to the remainder will help to offset the cost of the Hubs.

The CCG will identify the financial implications of all estate investment as part of the business case development process for each project.

5. S106 HEALTH CONTRIBUTIONS HELD BY THE COUNCIL

1. Appendix 1 (attached to this report) details all of the s106 health facilities contributions held by the Council as at 30 June 2017. The Council has received two further contributions, since the last report to the Board in June. These have been added to Appendix 1 and are highlighted in bold. As at 30 June 2017, the Council holds a total of £1,261,845 towards the provision and improvement of health facilities in the Borough.
2. The CCG has "earmarked" the s106 health contributions currently held by the Council towards the provision of the health hubs as outlined in Appendix 1. To note, two contributions held at case references H/20/238F (£31.4K) and H/37/301E (£13K) have spend deadlines within the next 18 month period. These contributions are currently earmarked towards the provision of a new health hub in the North of the Borough. Given the short timescales for spending these contributions, HCCG are also considering other options to ensure that the funds can be utilised towards a valid scheme within the relevant timescales. A request to allocate individual contributions towards further schemes will be submitted as each scheme is brought forward.

HILLINGDON COUNCIL FINANCIAL IMPLICATIONS

As at 30 June 2017, there is £2,545,633 of Social Services, Housing, Health and Wellbeing s106 contributions available, of which £1,328,788 has been identified as contributions towards affordable housing. The remaining £1,216,845 is available to be utilised towards the provision of facilities for health and £564,596 of these contributions have no time limits attached to them.

The s106 contributions referenced H/20/238F and H/37/301E have a time limit to spend by February 2018 and July 2018 respectively, both of which have been earmarked to the North Hub Health Scheme. There is a risk that these contributions will be returned to the developer with accrued interest if not utilised by the spend deadline as stipulated by the conditions attached to them.

Officers in conjunction with the CCG and NHSP continue to work actively towards allocating all outstanding health contribution to eligible schemes. To date funds totalling £1,161,839 are provisionally earmarked towards proposed health hub schemes as detailed by below:

Proposed Health Hub Scheme	Amount
North Hub	184,884
Uxbridge / West Drayton Hub	520,593
New Yiewsley Health Centre	452,460

Pine Medical Centre	3,902
Total Earmarked	1,161,839

The remaining balance of £55,006 comprising two separate contributions is yet to be earmarked to any schemes although it is anticipated that they will be expedited by their respective deadlines. The contributions are £35,621 (ref H/30/276G) and £19,385 (ref H/69/404F) respectively.

HILLINGDON COUNCIL LEGAL IMPLICATIONS

Under the provisions of section 111 of the Local Government Act 1972, a local authority has the power to do anything which is calculated to facilitate, or is conducive or incidental to the discharge of any of its functions. The work to be carried out in accordance within this report would fall within the range of activities permitted by Section 111.

Regulation 122 (2) of the Community Infrastructure Levy Regulations 2010 states that a planning obligation may only constitute a reason for granting planning permission for the development if the obligation is:

1. necessary to make the development acceptable in planning terms;
2. directly related to the development; and
3. fairly and reasonably related in scale and kind to the development.

Any planning obligation must be relevant to planning and reasonable in all other respects. The monies must not be used for any other purpose other than the purposes provided in the relevant section 106 agreement. Where monies are not spent within the time limits prescribed in those agreements, such monies should be returned to the payee.

When the Council receives formal bids to release funds, each proposed scheme will need to be assessed and reported to the Leader and Cabinet Member for Finance, Property and Business Services in order for the monies to be released. As part of that process, the Council's Legal Services will review the proposal and the section 106 agreement that secures the funding, to ensure that the Council is permitted to spend the section 106 monies on each proposed scheme.

The use of section 106 monies for future schemes mentioned in the report will need to be assessed against their respective agreements when these are finalised on a case by case basis.