

UPDATE: STRATEGIC ESTATE DEVELOPMENT

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

1. HEADLINE INFORMATION

Summary	This paper updates the Health and Wellbeing 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	Indicative Timeline
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. In addition to considering locating the Hub on the Mount Vernon site the CCG has also explored the option of the Hub being located on the former Northwood and Pinner Community Hospital site as part of the potential re-provision of Northwood Health Centre. This option would be dependent upon the outcome of NHS Property Services (NHS PS) discussions with the Council planning team.	Site options appraisal completed Dec 2017. Target date for outline business case May 18 Projected project completion April 2020
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 undertaken that identifies that there is development potential on the existing Uxbridge Health Centre site to meet the Hub requirements. The CCG has completed an Options Appraisal that identifies a redevelopment on the Uxbridge Health Centre site as the preferred option. The CCG will now commence production of the outline business case and as part of this work establish where services may be decanted to whilst the development takes place.	Site options completed Dec 17. Target date of outline business case May 18 Projected project completion April 2020
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. The Section106 agreement has now been signed and the provision of a health facility, subject to commercial terms being agreed, has been secured. 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. The inclusion of a health facility is to be considered as an option at the canteen building at the former Nestles site..	S106 agreed for the OVF Detailed design and commercial negotiations to commence April/May 18
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. The Cabinet has agreed to proceed with a planning application for the scheme. Project meetings between the Council, CCG and practices continue to oversee scheme development.	Planning application submitted Dec 17 and decision due March 18
Yiewsley Health Centre	The CCG has been successful in securing funding to refurbish vacant space at the site into additional clinical accommodation. This will create additional capacity for primary care provision at the site. In addition a proposal to spend some health S106 funding on improving the entrance, reception and waiting area has been agreed. A long term solution for the site is still being explored with the support of CNWL and the Council planning team.	NHS England due diligence completed Dec 17 and release of funding agreed Target date for project commencement March 18
Future of	The project team appointed by NHSPS continue to work on	Planning pre-application

<p>Northwood and Pinner Community Hospital</p>	<p>plans to re-provide the current health facilities whilst maximising value and ensuring best use of the site is achieved.</p> <p>NHS PS and the CCG had a very positive initial meeting with the occupants at Northwood Health Centre towards the end of 2017, providing an update on the redevelopment plans for Northwood and Pinner Hospital site. There will be continued engagement with the occupants as the project progressed and an engagement plan will be developed to share and inform patients and the wider community of the proposals.</p> <p>Further to the meeting with the Council in July 2017 there has been a date set in February 2018 for a pre-application meeting with the Hillingdon planning team. This is with the intention of submitting a planning application at the earliest possible date</p> <p>Following the options appraisal process for the North Hillingdon Hub the potential for including the Hub space requirement within the future plans for the Hospital site will be explored.</p>	<p>process target February 18</p>
<p>Improving Access to Primary Care</p>	<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 was approved by the CCG in November 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> <p>The three schemes to be delivered in 2018/19 have now been given formal approval to proceed by NHS England.</p>	<p>Parkview Surgery completed in 2016 Wood Lane Medical Centre completed in 2016 Hillingdon Health Centre completed in 2016 Cedar Brook Practice completed in 2016 King Edwards and Swakeleys Medical Centres completed in 2017 Otterfield Medical Centre completed in 2017 Kincora Surgery funding awarded in Oct 2017 works underway Heathrow Medical Centre works progressing on site – expected to complete May 2018 Yiewsley HC – works to commence in March 18 and expected to be completed end of June 2018. St Martin’s Medical Centre planning consent for revised scheme obtained and confirmation of project commencement awaited. Three other schemes due for delivery in 2018/19</p>

NHS 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, 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.

S106 HEALTH CONTRIBUTIONS HELD BY THE COUNCIL

Appendix 1 attached to this report details all of the s106 health facilities contributions held by the Council as at 31st December 2017. The Council has not received any new contributions since the last report to the Board in December. As at 31st December 2017, the Council therefore held a total of £1,298,174.40 towards the provision of health care facilities in the Borough.

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. A request to allocate individual contributions towards further schemes will be submitted as each scheme is brought forward.

Since the last report to the Board in December, NHS PS has formally requested that a total of £87k from six separate s106 health facilities contributions is allocated towards a scheme to provide additional clinical space at the existing Yiewsley Health Centre. The scheme as outlined in the table above, is intended as an interim measure until a location for a new health Centre has been determined.

In line with the Council's S106 allocation process, a Cabinet Member Report to request the allocation and release of the funds towards the scheme was submitted in December and received Cabinet Member Approval on 17 January 2018. These funds have subsequently been transferred to NHS PS to be spent towards the scheme.

To note included in the allocation are two contributions held at case references H/20/238F (£31.4K) and H/37/301E (£13K) which have spend deadlines within the next 18 month period. These contributions were originally earmarked by Hillingdon HCCG towards the provision of a new health hub in the North of the Borough. However, given the short timescales for spending these contributions, they have been included in the allocation towards the Yiewsley Health Centre scheme. This will ensure that they are utilised towards an eligible scheme within the prescribed time limits.

HILLINGDON COUNCIL FINANCIAL IMPLICATIONS

As at 31 December 2017, there is £2,881,271 of Social Services, Housing, Health and Wellbeing S106 contributions available, of which £1,583,097 has been identified as contributions towards affordable housing. The remaining £1,298,174 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. In order to avoid returning both these contributions to the developer and due to the short utilisation time remaining, both contributions have been used towards the Yiewsley Health Centre refurbishment scheme. In total £89k has been transferred to NHS Property Services in early February 2018 to utilise towards the Yiewsley Health Centre refurbishment scheme.

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 £1,161,840 are provisionally earmarked towards proposed health hub schemes as detailed by below:

Proposed Health Hub Scheme	Amount
North Hub	140,484
Uxbridge / West Drayton Hub	520,593
Yiewsley Health Centre Refurbishment	88,691
New Yiewsley Health Centre	408,170
Pine Medical Centre	3,902
Total Earmarked	1,161,840
To be determined	136,334
Total	1,298,174

The remaining balance of £136,334 comprising three 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), £19,385 (ref H/69/404F) and £81,329 (ref H/70/40M) respectively.

HILLINGDON COUNCIL LEGAL IMPLICATIONS

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.