

UPDATE: STRATEGIC ESTATE DEVELOPMENT

Relevant Board Member(s)	Dr Ian Goodman, Chair, Hillingdon CCG Councillor Philip Corthorne, London Borough of Hillingdon
Organisation	Hillingdon Clinical Commissioning Group
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Papers with report	Section 106 Healthcare Facilities Contributions (March 2018)

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 and 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 and 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 the 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 is in the process of completing an Options Appraisal for the creation of a new Out of Hospital Hub for the North of the Borough considering both the Mount Vernon Hospital site and 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. There has been some slippage to the programme due to NHS approval processes. However, the Options Appraisal will be presented to the CCG Governing Body in July for approval. Work on the outline business case will then commence.	<p>Site options appraisal to be completed in July 2018 to determine the location of the Hub</p> <p>Target date for outline business case Dec 18</p> <p>Projected hub opening date February 2021.</p>
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 this is due to be approved by the CCG Governing Body in July 2018. The CCG will now commence production of the outline business case and as part of this work will further develop decant options with the Council.	<p>Site options appraisal to be completed Dec 17 to determine the location of the Hub</p> <p>Options Appraisal approval due July 2018</p> <p>Target date of outline business case March 2019</p> <p>Projected hub opening date June 2021.</p>

Building capacity for Hayes and Harlington	<p>The CCG, working in partnership with the Council, has been successful in securing circa 900m2 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.</p> <p>The CCG has now commenced commercial negotiations with the developer with a target date of September 2018 for this to be concluded.</p> <p>Using Council housing projections, the CCG has established a further requirement of circa 600 - 1000 m2 of health care space in Hayes to accommodate the new population. The inclusion of a health facility has therefore been incorporated for consideration as part of the community infrastructure provision on the former Nestle Factory Canteen building.</p>	<p>S106 agreed for the OVF</p> <p>Detailed design and commercial negotiations to be concluded September 2018</p>
New premises for Shakespeare Medical Centre and Yeading Court Surgery	<p>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 agreed to proceed with a planning application for the scheme which has now been approved, subject to the completion a S106 agreement. Project meetings between the Council, CCG and practices continue to oversee scheme development.</p>	<p>Planning consent achieved subject to S106 agreement. February 18.</p> <p>Target date for project completion 2021</p>
Yiewsley Health Centre	<p>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 by Cabinet. A long term solution for the site is still being explored with the support of CNWL and the Council planning team.</p> <p>The project commencement has been delayed whilst legal and commercial arrangements are being put in place by NHS Property Services.</p>	<p>NHS England due diligence completed Dec 17 and release of funding agreed</p> <p>Target date for project commencement June 18</p>
Future of Northwood and Pinner Community Hospital	<p>The project team appointed by NHSPS continues to work on 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>Two pre-planning application meetings and a site inspection have been held with the Hillingdon Council planning team. Feedback on the proposed scheme will be incorporated into a revised development proposal ahead of the scheme being submitted for planning.</p>	<p>Planning application submission target 3 months from formal feedback from the planning team (due imminently)</p>

	The Northwood and Pinner Community Hospital development proposal will form part of the option appraisal process for the North Hillingdon Hub.	
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 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>NHS England has just launched the bidding process for practices wishing to apply for improvement grant funding in financial year 2019/20. Bids are due to be submitted to the CCG by 5 July 2018 for review and support.</p>	<p>Kincora Surgery funding awarded in Oct 2017 works underway and expected to complete in Oct 2018</p> <p>Heathrow Medical Centre works completed</p> <p>Yiewsley HC – works to commence once practices have signed their leases and works will take three months thereafter</p> <p>St Martin's Medical Centre planning consent for revised scheme obtained and project due to commence on site in June 2018 – Completion date June 2019</p> <p>Acrefield Surgery Reconfiguration of ground floor works to commence upon approval of due diligence. Completed by March 2019</p> <p>Wood Lane Medical Centre Infection control improvements to premises expected to be completed by Dec 2019</p> <p>Hillingdon Health Centre Infection control improvements to premises expected to be completed by Dec 2019</p>

FINANCIAL IMPLICATIONS

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 31 March 2018. Since the last report to the Board in March, the Council has received a further contribution of £20,304. This is the second instalment of the contribution held at H/69/404F. As at 31 March 2018, the Council therefore held a total of £1,231,479.12 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.

To note, one contribution held at case reference H/34/282F (£15k) has a spend deadline in the next 18 month period. This contribution is currently earmarked towards the provision of a health hub in the North of the Borough. Given the short timescale for spending this contribution, HCCG is now considering other options to ensure that the funds can be utilised towards an eligible scheme within the prescribed time limits

HILLINGDON COUNCIL FINANCIAL IMPLICATIONS

As at 31 March 2018, there is £2,814,576 of Social Services, Housing, Health S106 contributions available, of which £1,583,097 has been identified as contributions towards affordable housing. The remaining £1,231,479 is available to be utilised towards the provision of facilities for health and £553,899 of these contributions have no time limits attached to them.

A total of £87k was 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 contributions to eligible schemes. To date, funds totalling £1,074,840 are provisionally earmarked towards proposed health hub schemes as detailed below:

Proposed Health Hub Scheme	Amount
North Hub	140,484
Uxbridge / West Drayton Hub	520,593
Yiewsley Health Centre Refurbishment	1,691
New Yiewsley Health Centre	408,170
Pine Medical Centre	3,902
Total Earmarked	1,074,840
To be determined	156,639
Total	1,231,479

The remaining balance of £156,639, 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), £39,689 (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 of the Council and the 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.