

UPDATE: STRATEGIC ESTATE DEVELOPMENT

Relevant Board Member(s)	Dr Ian Goodman, Chair, Hillingdon CCG Cllr Philip Corthorne, London Borough of Hillingdon
Organisation	Hillingdon Clinical Commissioning Group
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Papers with report	Section 106 Healthcare Facilities Contributions (September 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 & 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	External Services Select Committee
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 (HWS) 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 has completed an Options Appraisal for the creation of a new Out of Hospital Hub for the North of the Borough with the preferred solution being a redevelopment of the combined Northwood and Pinner Community Hospital and Northwood Health Centre sites. Work has commenced on the Outline Business Case working with NHS Property Services (NHS PS) to refine the design in order to obtain planning consent.	Target date for outline business case Feb 19 Projected hub opening date February 2021.
Create an Out of Hospital Hub in Uxbridge and West Drayton	The CCG has completed an Options Appraisal that identifies a redevelopment of the CNWL Trust owned Uxbridge Health Centre site as the preferred option. The CCG has now commenced production of the outline business case and as part of this work will further develop the design solution to maximise value from the site and decant options with the Council.	Target date of outline business case March 2019 Projected hub opening date June 2021.
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 Section 106 agreement has now been signed and the provision of a health facility, subject to commercial terms being agreed, has been secured. The CCG has now commenced commercial negotiations with the developer with a target date of December 2018 for this to be concluded. Using Council housing projections the CCG has established a further requirement of circa 600 – 1,000 m ² of health care space in Hayes to	S106 agreed for TOVF Detailed design and commercial negotiations to be concluded December 2018

Project	Status	Indicative Timeline
	<p>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>New premises for Shakespeare Medical Centre and Yeading Court Surgery</p>	<p>Heads of Terms have been agreed between the practice, CCG and Council for the relocation of the practice to new premises on the redeveloped former Woodside Day Centre site. A planning application for the scheme has now been approved. Project meetings between the Council, CCG and practices continue to oversee scheme development.</p>	<p>Target date for project completion 2021</p>
<p>Yiewsley Health Centre</p>	<p>The CCG was successful in securing funding to refurbish vacant space at the site into additional clinical accommodation, but the commencement of the works has been delayed while lease terms are being agreed between NHS Property Services and the practices.</p> <p>This is now urgent and there is a risk that funding will be lost if this milestone is not achieved.</p> <p>The project 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>NHS England due diligence completed Dec 17 and release of funding agreed</p> <p>Target date for project commencement January 2019</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>The CCG has completed the preliminary approval process for 2019/20 Improvement Grant funding. NHS England is expected to inform practices if</p>	<p>Kincora Surgery Works underway and expected to now complete by March 2019</p> <p>Heathrow Medical Centre works complete.</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</p>

Project	Status	Indicative Timeline
	their schemes have support in principle at end of November.	<p>on site – Completion date March 2019.</p> <p>Acrefield Surgery Reconfiguration of ground floor works to commence upon approval of due diligence and completed by March 2019</p> <p>Wood Lane Medical Centre Infection control improvements to premises expected to be completed by Dec 2018</p> <p>Hillingdon Health Centre Infection control improvements to premises expected to be completed by Dec 2018</p>

FINANCIAL IMPLICATIONS

The NWL Strategic Outline Case Part 1 (SoC1) to deliver the Shaping Healthier Future and Strategic Transformation Plan has been assured by NHS England but capital bids are now to be submitted under an STP wide Wave 4 funding bid to invest in facilities for GP Practices, Hubs and acute hospitals in 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
- the expansion and refurbishment of key areas at Hillingdon Hospital.

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 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 30 September 2018. The Council has received one further contribution since the last report to the Board in September, this has been added to Appendix 1 and is highlighted in bold. As at 30 September 2018, the Council holds a total of £1,240,470.62 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 is one contribution held at case reference H/34/282F (£15K) which has a spend deadline in the next 6 month period (February 2019). Due to the short timescales for spending this contribution, Hillingdon CCG has requested that these funds are allocated towards an existing scheme to provide additional clinical space at St Martin's Medical Centre, Ruislip. Details of the works have now been submitted to the Council and a Cabinet Member report to request the formal allocation and release of the funds towards the scheme will be submitted to the Leader of the Council and the Cabinet Member for Finance, Property and Business Services in December 2018.

HILLINGDON COUNCIL FINANCIAL IMPLICATIONS

As at 30 September 2018, there is £2,823,567 of Social Services, Housing and Health s106 contributions available, of which £1,583,096 has been identified as contributions towards affordable housing. The remaining £1,240,471 is available to be utilised towards the provision of facilities for health and £562,891 of these contributions have no time limits attached to them.

Officers in conjunction with the CCG and NHSPS 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	165,631
Total	1,240,471

The remaining balance of £165,631 comprising four 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), £81,329 (ref H/70/40M) and £8,992 (H/73/420E) respectively.

The s106 contribution held at H/34/282F for £15,031 has a time limit to spend by February 2019, which has been earmarked to the North Hub Health Scheme. Hillingdon CCG has requested that

this contribution is allocated towards St Martin's Medical Centre in order to ensure that the funds are used towards an eligible scheme before the spend deadline.

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 with 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.