

UPDATE: STRATEGIC ESTATE DEVELOPMENT

Relevant Board Member(s)	Dr Ian Goodman, Chair, Hillingdon CCG Councillor Philip Corthorne
Organisation	Hillingdon Clinical Commissioning Group London Borough of Hillingdon
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Papers with report	Appendix 1: Section 106 Healthcare Facilities Contributions (Dec 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 and 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 (HWBS) and engage our whole community to create a resilient population and assist people to remain independent with better quality of life for longer.

Care and 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 and 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 NHS Foundation 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	<p>Two concurrent work streams have begun marking the commencement of the delivery phase of this project for a combined redevelopment of the Northwood & Pinner Community Hospital and Northwood Health Centre sites:</p> <ol style="list-style-type: none"> 1. GP Selection: The formal CCG approval route for the selection of practices to move into the new hub has been agreed. Local practices have been briefed ahead of formal expressions of interest being invited in February 2019. 2. Scheme Design: NHSPS has replaced the project team and met with planners and heritage officers to revisit the scheme design. <p>These two work streams will allow the selected GPs to engage on detailed design over the summer to feed into the OBC drafted in the autumn.</p>	<p>GP selection process complete: June 2019</p> <p>Target date for outline business case: November 2019</p> <p>Projected hub opening date: December 2021</p>
Create an Out of Hospital Hub in Uxbridge and West Drayton	<p>The same two work streams have been initiated for the redevelopment of the Uxbridge Health Centre.</p> <p>Local GPs have been engaged ahead of the formal expressions of interest process.</p> <p>An informal meeting with planners has been arranged for late February to help the QTS project team finalise the scheme design.</p> <p>The project timing is then as per the Hillingdon North hub (above).</p>	<p>GP selection process complete: June 2019</p> <p>Target date for outline business case: November 2019</p> <p>Projected hub opening date: December 2021</p>
Building capacity for Hayes and Harlington	<p>Heads of Terms have been substantially agreed for the new health facility in The Old Vinyl Factory (TOVF) development, with a target date of March 2019 for this to be concluded.</p> <p>Using Council housing projections, the CCG has</p>	<p>S106 agreed for TOVF</p> <p>Heads of Terms to be completed March 2019</p>

Project	Status	Indicative Timeline
	<p>established a further requirement of circa 600-1,000 m² of health care space in Hayes to accommodate the new population. A new health centre is still being considered as part of the community infrastructure provision on the former Nestle Factory Canteen building. Building surveys are currently being carried out to determine the future size and configuration.</p>	
<p>New premises for Shakespeare Medical Centre and Yeading Court Surgery</p>	<p>Following a detailed design exercise, a refined set of Heads of Terms have been agreed between the two practices and Council for the relocation of the practices to new premises on the redeveloped former Woodside Day Centre site. The CCG will be approving a refreshed Outline Business Case in early March 2019 to enable the practices to complete Agreements for Lease without further delay.</p>	<p>Agreements for lease signed by the two practices in March 2019</p> <p>Target date for project completion: 2021</p>
<p>Yiewsley Health Centre</p>	<p>Lease terms have finally been agreed between the practices and NHS Property Services. The funding deadline has been extended enabling the project to commence. The contract price is being reviewed ahead of contract signature.</p> <p>The project will convert vacant space at the site into additional clinical accommodation, creating 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.</p> <p>A long-term solution for the site is still being explored with the support of CNWL and the Council's planning team.</p>	<p>Extension secured for grant funding</p> <p>Lease terms agreed</p> <p>Target date for project commencement: March 2019</p>
<p>Heathrow Villages provision</p>	<p>A site has been secured in Harmondsworth for a potential new health facility. The CCG is preparing a feasibility study for an assessment of affordability.</p>	<p>Feasibility study complete by end of March 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 made totals £2.7 million and will benefit more than 70,000 patients.</p> <p>The CCG completed the preliminary approval process for 2019/20 Improvement Grant funding in</p>	<p>Kincora Surgery - Works almost complete to create an additional 4 consulting rooms with scheme on plan to complete by end of March 2019</p> <p>St Martin's Medical Centre - Works to complete the extension of the premises are nearing</p>

Project	Status	Indicative Timeline
	<p>July.</p> <p>NHS England is now expected to inform practices if their schemes have support in principle in March. The delay has been due to NHSE London waiting for National to agree the budgets.</p> <p>There are 11 Hillingdon schemes awaiting approval with a total works value of £1.6m. If these schemes are approved, they will result in improved infection control and DDA compliant premises and provide for an additional seven consulting rooms across the Borough.</p> <p>Infection control works at Mountwood Surgery has received early approval to complete works by end of March and the practice has already completed and had their due diligence approved.</p>	<p>completion. S106 funding has been received to support the practice's 34% financial contribution of the £750,000 scheme</p> <p>Acrefield Surgery - Due diligence completed and approved by NHSE with works having started and due to complete by end of March 2019</p> <p>Wood Lane Medical Centre - Infection control improvements to premises now to be completed by March 2019. Delays due to lowest bidder contractor being unable to start works as early as expected</p>

FINANCIAL IMPLICATIONS

The NWL Strategic Outline Case Part 1 (SoC1) to deliver the Shaping a 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 31 December 2018. The Council has not received any further contribution since the last report to the Board in December. As at 31 December 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 of February 2019. 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. A Cabinet Member report to request the formal allocation and release of the funds towards the scheme was submitted to the Leader of the Council and the Cabinet Member for Finance, Property and Business Services in December, and received Cabinet Member approval (Cabinet Member Decision 20/12/2018). The funds have now been transferred to HCCG to be used towards the agreed scheme in line with the current Service Level Agreement.

HILLINGDON COUNCIL FINANCIAL IMPLICATIONS

As at 31 December 2018, there is £2,908,567 of Social Services, Housing and Health s106 contributions available, of which £1,668,096 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. This contribution has now been transferred to Hillingdon CCG in early February 2019.

HILLINGDON COUNCIL LEGAL IMPLICATIONS

Monies paid to the Council pursuant to a Section 106 agreement can only be used for the purpose specified in the particular agreement. The Council's procedures require the release of Section 106 monies to be approved by the Leader and Cabinet Member for Finance, Property and Business Services. All reports submitted under this procedure include legal advice to ensure that the release of funds is authorised by the Section 106 agreement.