

UPDATE: STRATEGIC ESTATE DEVELOPMENT

Relevant Board Member(s)	Dr Ian Goodman, Chair, Hillingdon CCG Cllr Philip Corthorne
Organisation	Hillingdon Clinical Commissioning Group
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Papers with report	Section 106 Healthcare Facilities Contributions (March 2019)

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 CCG's 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 new 10 year NHS plan. 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 Hospitals 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 a Hub in North Hillingdon	<p>As previously reported there are two concurrent work streams 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: Expressions of interest and a business case have now been received from the two incumbent GP practices (Carepoint and Acre Surgery). The CCG is reviewing this case with a view to making a final decision in July 2019. 2. Scheme Design: NHSPS / CCG met with the Council planning team and have since revised the scheme to incorporate heritage comments raised at the meeting. A further meeting is being scheduled to review the work (date to be confirmed). <p>These two work streams will allow the selected GPs to engage on detailed design over the summer to feed into the OBC to be drafted in the Autumn.</p>	<p>GP selection process complete: July 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>A single expression of interest from Uxbridge Surgery has been received along with a business case to be reviewed by the CCG.</p> <p>Good feedback was received by Council planning team and QTS project team have taken these comments on board as part of the finalisation of the scheme design. The next step once GP selection process is complete is to start the design work.</p> <p>The project timing is then as per the Hillingdon North hub (above).</p>	<p>GP selection process complete: July 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 provisionally agreed for the new health facility in the Old Vinyl Factory development (subject to District Valuer signing off the rental figure) and CCG committee approval.</p> <p>In addition, the CCG has refined the design of the</p>	<p>S106 agreed for TOVF</p> <p>Heads of Terms provisionally agreed.</p>

	<p>facility which is proposed to be over 4 floors to make best use of the available space. The next stage is to undertake a GP selection process to understand GP practice interest to moving into the facility.</p> <p>In addition to the above the CCG is considering proposals as part of the community infrastructure provision on the former Nestle Factory Canteen building for circa 1000sqm. This will require further feasibility and scoping with the Council colleagues to determine the need.</p>	GP selection process to be undertaken and completed by September 2019.
New premises for Shakespeare Medical Centre and Yeading Court Surgery	<p>The CCG has now approved the final one off costs to the business case and, subject to reviewing the final Agreement for Lease documentation, can authorise the GP practices to sign the leases to enable works to commence.</p> <p>At present there are some outstanding issues to be resolved on the lease agreements. Comments have been provided from the GP practice to the Council on 3 May 2019 and the Council's Legal Services responded on 28 May 2019 and are currently awaiting a response.</p>	<p>Agreements for Lease signed by all parties overdue.</p> <p>Target date for project completion 2021</p>
Yiewsley Health Centre	<p>Unfortunately NHS Property Services have gone back on the lease terms and as a result required a further meeting with the GP practices. Since that meeting in early May, NHS Property Services are now going through an approval process and will then alter the leases to reflect those agreed terms.</p> <p>The contract price holds until August 2019 and the CCG is working to deliver this prior to this date.</p> <p>The project will convert vacant space at the site into additional clinical accommodation, creating additional capacity for primary care provision. 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 the Council planning team.</p>	Target date for project commencement no later than August 2019
Heathrow Villages provision	<p>A site has been secured in Harmondsworth for a potential new health facility. The CCG has obtained details of portacabin provision that can be utilised on the site to deliver healthcare in the short term until a more permanent solution can be sought.</p> <p>The next step is for the CCG to determine</p>	

	<p>provision and size requirements for the short term and refine costs. Following this, terms can be sought and likely target dates for delivery.</p>	
Improving Access to Primary Care	<p>Of the 11 Improvement Grant schemes awaiting approval, five schemes are currently in due diligence and six schemes are in abeyance. The schemes in abeyance are currently subject to further prioritisation as NHSE was unable to secure sufficient funding to meet all the schemes submitted in this financial year.</p> <p>The CCG has approached practices to ask if they would like their schemes deferred to the following financial year and two have confirmed a preference to defer. This is due to the late approval from NHSE and limited time to complete due diligence and works before end of March 2020.</p> <p>The five schemes currently subject to due diligence all require planning permission and are larger improvement schemes. The schemes in abeyance are those that require infection control and DDA compliant works or internal reconfigurations. Practices with schemes in abeyance are expected to be informed at the end of June if they can progress through due diligence.</p> <p>All improvement grant schemes that progress this year must be completed by 31 March 2020.</p>	<p>Works have now completed on the improvements at St Martin's Medical Centre, Wood Lane Medical Centre, Acrefield Surgery, Mountwood Surgery and Kincora Surgery.</p>

FINANCIAL IMPLICATIONS

Since the last report, the Minister for Health on 26 March 2019 had confirmed to Parliament that the Shaping Healthier Future programme has been formally brought to an end and the new NHS plan is the driving force for change over the next 10 years. Capital bids for access to Wave 4 funding to invest in facilities for GP Practices, Hubs and acute hospitals in NWL were unsuccessful. Therefore alternative investment models are being pursued to raise capital for new facilities.

In Hillingdon, this includes:

- additional investment in a number of GP practice premises to improve access, clinical capacity and quality; and
- the capital investment required to deliver the North Hillingdon and Uxbridge & West Drayton Hubs

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 of this report details all of the s106 health facilities contributions held by the Council as at 31 March 2019. Since the last report to the Health and Wellbeing Board in March, the Council has received the final instalment of the contribution held at H/69/404F. This has been added to Appendix 1 and is highlighted in bold. As at 31 March 2019, the Council holds a total of £1,246,291.69 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. To note is one contribution held at case reference H/39/304C (£6k) which now has a spend deadline within the next 18 month period (August 2020). This is currently earmarked towards the Uxbridge/West Drayton Health Hub. Given the short timescales for spending this contribution, HCCG is now 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 31 March 2019, there is £3,109,108 of Social Services, Housing and Health s106 contributions available, of which £1,862,816 has been identified as contributions towards affordable housing. The remaining £1,246,292 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 £1,059,808 are provisionally earmarked towards proposed health hub schemes as detailed below:

Proposed Health Hub Scheme	Amount
North Hub	125,452
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	1,059,808
To be determined	186,484
Total	1,246,292

The remaining balance of £186,484 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), £60,542 (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 had a time limit to spend by February

2019, which was earmarked to the North Hub Health Scheme. Hillingdon CCG had requested that this contribution was allocated towards St Martin's Medical Centre in order to ensure that the funds were used towards an eligible scheme before the spend deadline. This contribution was 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 & 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.