

# UPDATE: STRATEGIC ESTATE DEVELOPMENT

<b>Relevant Board Member(s)</b>	Dr Ian Goodman, Chair, Hillingdon CCG Cllr Philip Corthorne
<b>Organisation</b>	Hillingdon Clinical Commissioning Group London Borough of Hillingdon
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<b>Papers with report</b>	Section 106 Healthcare Facilities Contributions (June 2019)

## 1. HEADLINE INFORMATION

<b>Summary</b>	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.
<b>Contribution to plans and strategies</b>	Joint Health and Wellbeing Strategy, Out of Hospital Strategy, Strategic Service Delivery Plan
<b>Financial Cost</b>	To be identified as part of the business case for each individual project.
<b>Relevant Policy Overview &amp; Scrutiny Committee</b>	External Services Select Committee
<b>Ward(s) affected</b>	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 (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 & 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 including consideration of any potential impact from the Southall Gas Works site development in Ealing on Hillingdon practices.
- 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.
- 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 Trust with its master planning for both sites.

## Current status of strategic estate priorities

The table below summarises the projects and the current status.

<b>Project</b>	<b>Status</b>	<b>Indicative Timeline</b>
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 &amp; Pinner Community Hospital and Northwood Health Centre sites:</p> <ol style="list-style-type: none"> <li>1. GP Selection: A business case has now been received by the 2 incumbent GP practices and the CCG is working with them to refine this case for change.</li> <li>2. Scheme Design: NHSPS &amp; CCG have met with the planning authority and presented a revised design which incorporates the existing community hospital which is more in tone with policy. The CCG are now looking to sign off the space requirements internally as a result of the floor space reduction from 1450sqm to 1250sqm (the space has reduced slightly due to configuration of the existing building). Once signed off the CCG will then look to progress the design and a formal planning application will be submitted towards the end of this year.</li> </ol> <p>Following advice from the Planning Authority, further revisions to the proposed scheme have been necessary. This has delayed the business case process and it will not now be in a position to be submitted until January 2020 creating a 3 month delay.</p>	<p>Design / Planning application: November 2019</p> <p>Target date for outline business case January 2020</p> <p>Projected hub opening date March 2022</p>
Create a 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 however no formal business case as yet been completed. The CCG is working with the practice to facilitate this as quickly as possible.</p> <p>Good feedback was received by Council planning</p>	<p>GP selection process complete: October 2019</p> <p>Target date for outline business case January 2020</p> <p>Projected hub opening date March 2022</p>

Project	Status	Indicative Timeline
	<p>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 therefore as a result of the GP selection process has slipped 3 months and a business case will not be expected until January 2020.</p>	
<p>Building capacity for Hayes and Harlington</p>	<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 on the rental figure) and CCG committee approval.</p> <p>In addition the CCG has refined the design of the facility which is proposed to be over 4 floors to make best use of the available space. Informal feedback has been obtained from the existing GP practices that are interested in this space and the next stage is to undertake a formal GP selection process.</p> <p>The CCG with council colleagues attended a site visit to the Nestle Factory Canteen building to consider various options for health and social care services. A proposal has been sent from the CCG to the council on several options that the CCG would like to explore and is now awaiting feedback.</p>	<p>S106 agreed for TOVF</p> <p>Heads of Terms provisionally agreed.</p> <p>GP selection process to be undertaken and completed by December 2019.</p>
<p>New premises for Shakespeare Medical Centre and Yeading Court Surgery</p>	<p>The CCG has 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>The GP's have raised final issues with the council on the lease agreements and are currently awaiting a response to these. The CCG is working with the council to resolve these concerns.</p>	<p>Agreements for Lease signed by all parties overdue.</p> <p>Target date for project completion 2021</p>
<p>Yiewsley Health Centre</p>	<p>Since the last report excellent progress has been made on the Agreement for Leases and parties have now signed all documentation. We are currently waiting for solicitors to confirm completion which is expected w/c 2<sup>nd</sup> September which will allow NHS PS to enter into contract on the construction works and commence.</p> <p>The project will convert vacant space at the site</p>	<p>Target date for project commencement August 2019</p> <p>Expected completion February 2020.</p>

Project	Status	Indicative Timeline
	<p>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 potential site for the long-term solution has been found however this requires more planning with the developer with input / support of the Council planning team.</p>	Mid to long term (5+ years)
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 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 supported by the CCG, one scheme has completed under an early delivery option, eight schemes are in due diligence and two schemes have been deferred for delivery in 2020/21.</p> <p>All improvement grant schemes that progress this year must be completed by 31 March 2020.</p> <p>The practices currently in due diligence are:</p> <ul style="list-style-type: none"> <li>- Yeading Court Surgery</li> <li>- The Cedar Brook Practice</li> <li>- Glendale Medical Centre</li> <li>- Hesa Medical Centre</li> <li>- Oakland Medical Centre</li> <li>- North Hyde Practice</li> <li>- Church Road Surgery</li> <li>- Ladygate Lane Surgery</li> </ul> <p>The total value of the improvement grant schemes progressing this year is approximately £1.5m with the NHS funding £985,000 and GPs funding the remaining £510,000.</p> <p>There is a mix of CQC compliant, DDA compliant and Equality Act compliant works and larger premises improvements i.e. internal reconfigurations and extensions.</p>	

Project	Status	Indicative Timeline
	If all the above schemes progress to completion, they will provide an additional seven clinical rooms in Hillingdon as well as improving access to and the provision of primary care services.	

## FINANCIAL IMPLICATIONS

On 26 March 2019, the Minister for Health 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 attached to this report details all of the S106 health facilities contributions held by the Council as at 30 June 2019. The Council has not received any further contributions since the last report to the Board in June. As at 30 June 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 12 month period (August 2020). This is currently earmarked towards the Uxbridge/West Drayton Health Hub. Given the short timescales for spending this contribution, HCCG are 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 30 June 2019, there is £3,109,208 of Social Services, Housing and Health S106 contributions available, of which £1,862,916 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:

<b>Proposed Health Hub Scheme</b>	<b>Amount</b>
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
<b>Total Earmarked</b>	<b>1,059,808</b>
<b>To be determined</b>	<b>186,484</b>
<b>Total</b>	<b>1,246,292</b>

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.

## 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.