

UPDATE: STRATEGIC ESTATE DEVELOPMENT

Relevant Board Member(s)	Dr Ian Goodman, Chair, Hillingdon CCG Councillor Jane Palmer
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Papers with report	Section 106 Healthcare Facilities Contributions - March 2020

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 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 & 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 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.
- Address short term concerns relating to Yiewsley Health Centre and secure long term site with the view to secure 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 Hillingdon Hospital Trust with the future re-provision of the hospital.

Current status of strategic estate priorities

New healthcare facility in North Hillingdon

As members will be aware the existing Northwood and Pinner health centre and community hospital is owned by NHS Property Services. Following positive discussions with the Council planning team and NHS Property Services the site feasibility work is now completed. The planned solution subject to planning consent will be to create the new healthcare facility within the existing community hospital that is fully refurbished and adapted for modern 21st century healthcare needs with the existing health centre demolished and development of new housing in line with Council planning policy. This preserves the heritage of the community hospital to continue to serve the local population. The CCG has agreed that the full 1450sqm for the scheme will be required for both existing and new services.

In addition to above the business case for the GP selection process has been approved by the Transformation Group and the Primary Care Board on 28 November 2019.

Three new workstreams have started as follows:

1. Design of the new health facility has commenced with clinical and non-clinical stakeholders;
2. A formal pre application being prepared and submitted to Hillingdon Council; and
3. Development of the business case required to be approved under NHS governance.

Timeline for the completion of the new health facility remains unchanged for March 2022.

New healthcare facility in Uxbridge / West Drayton

As members will be aware the plan for a new healthcare facility was to demolish the existing Uxbridge Health Centre and build a new state of the art health facility. The site is owned by Central North West London NHS Foundation Trust (CNWL) who have been actively working with Hillingdon CCG and the Council to develop this. One of the major constraints surrounding the project was locating and refurbishing a suitable facility to decant existing services in order to demolish the existing health centre which would add significant cost to the scheme.

CNWL has presented a new option to the CCG for consideration. CNWL has recently acquired Beaufort House in Cricket Field Road which a 5 storey building with a total footprint of 43,223sqft of space. At present there are a number of business occupiers but also CNWL provide health services in this facility where they secured a change of use (D1 consent).

In order to consider this proposal the CCG will be required to revisit the options appraisal and compare against the preferred health centre option to redevelop on the Uxbridge Health Centre against the new Beaufort House site. This will require an additional 3 months to complete. However, if Beaufort House becomes the approved option, this will give a potential for greater value for money as the costs and disruption of a decant will not be incurred and refurbishment of an existing building instead of a new build option. Uxbridge Health Centre would then be surplus to requirements which CNWL will engage with Hillingdon Council on the long-term future of the site.

In addition to above the business case for the GP selection process has been completed with Primary Care Transformation Group approval in December 2019 and Primary Care Board

approval in January 2020.

The next workstream which has now commenced is the options appraisal which involves completing the quantitative and qualitative evaluation of the new option against the existing preferred option and take this through NHS Governance.

Overall timeline remains unchanged for delivery in March 2022. However, short term timelines will alter to facilitate for completion of the options appraisal. It will be expected that the delivery of the new healthcare facility will be implemented in stages.

Building capacity for Hayes and Harlington

There are two healthcare opportunities being pursued in the local area as follows:

- Old Vinyl Factory - As previously reported Heads of Terms have been provisionally agreed subject to District Valuer sign off on the rental figure and NHS approval. The next step is for the CCG to meet with interested GP practices to explore their plans for the space. These meetings are taking place and feedback will be communicated to the developer. The CCG is committed to deliver additional primary care capacity within this space with the increased demand in population and services.
- Nestle Site - No further feedback has been received on the Nestle Factory Canteen building since the CCG proposed various options for health and social care services. The current understanding is that the Council is reviewing options for the future provision of services.

Yiewsley Health Centre

The agreement for lease is now signed and construction has commenced at the site. The projected completion date for the works is 31 March 2020. 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.

New Healthcare facility for Shakespeare Medical Centre and Yeading Court Surgery

Following a number of discussions, it has been confirmed that the scheme at Woodside will no longer proceed with the GP component. The design and build approach taken to the tender did not provide sufficient assurance to the practices with regards to liability for potential risk and therefore the agreement for lease could not be signed off. The two GP practices will be working with the CCG to seek an alternative solution.

Heathrow Villages provision

Members will be aware from the previous meeting that a potential site has been identified in Harmondsworth for a multi-use facility which could house health provision. The CCG has obtained details of portacabin provision that could be utilised on the site. However, it will require a leaseholder to contract for the unit as well as agreement from the site freeholder.

Improving Access to Primary Care

Of the 11 Improvement Grant schemes supported by the CCG, one scheme has completed under an early delivery option, three schemes have withdrawn from the process, four schemes are progressing this financial year and three schemes have been deferred for delivery in 2020/21. All Improvement Grant schemes that progress this year must be completed by 31 March 2020.

The practices that have completed due diligence and have received approval to progress their schemes from NHS England:

- Glendale Medical Centre
- Oakland Medical Centre
- Church Road Surgery
- Ladygate Lane Surgery

The total value of the improvement grant schemes progressing across the two financial years (2019/20 and 2020/21) is approximately £740,000 with the NHS funding £485,000 and GPs funding the remaining £255,000.

There is a mix of CQC compliant, DDA compliant and Equality Act compliant works and larger premises improvements, i.e., internal reconfigurations and extensions.

FINANCIAL IMPLICATIONS

On 26 March 2019, the Minister for Health confirmed to Parliament that the Shaping Healthier Future programme had 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 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 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 18 month period (August 2020). This is currently earmarked towards the Uxbridge/West Drayton Health Hub. Given the short timescales for spending this contribution, Hillingdon CCG 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 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:

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.

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 of the Council and the 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.