

# UPDATE: STRATEGIC ESTATE DEVELOPMENT

<b>Relevant Board Member(s)</b>	Dr Ian Goodman, Chair, Hillingdon CCG Councillor Jane Palmer, Chairman, Health and Wellbeing Board
<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 2020)

## 1. HEADLINE INFORMATION

<b>Summary</b>	This paper updates the 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 & 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 Residents, Education and Environmental Services
<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 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 ((LTC) 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 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 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's planning team and NHS Property Services, the site feasibility work is now completed and detailed pre-application discussion have been held. 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 21<sup>st</sup> 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 1,460sqm 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. Positive progress has been made on the 3 workstreams as follows:

1. Design of the new health facility is nearing completion with clinical and non-clinical stakeholders,
2. Formal pre-application meetings have been held with 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 is during 2023.

### **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 been in discussion with the CCG around a potential new option which significantly de-risks the redevelopment option and removes the requirement to decant services. The CCG is engaged with CNWL in developing this plan with a paper being presented to the Primary Care Committee on 23 September 2020. The overall timeline remains unchanged for delivery from March 2022. However, short term timelines will alter to facilitate completion of the option. It is 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 CCG has identified a practice to occupy the new health centre but further meetings and practice visits have been delayed due to

COVID-19. Revised Heads of Terms are awaited from 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 works to convert vacant space at the site into additional clinical accommodation, creating additional capacity for primary care provision completed in March 2020. In view of a site for the long-term, a potential solution has been identified. However, we are awaiting a further update from the developer following meetings with the Council's planning team. Expectation for delivery is still within the next 5 years.

#### **Heathrow Villages provision**

Members will be aware from the previous meeting that a site has been secured in Harmondsworth for a potential new health facility. The CCG has obtained details of portacabin provision that could be utilised on the site to deliver healthcare in the short term until a more permanent solution can be sought.

The CCG is still in a planning phase to determine provision and size requirements for the short term and define the costs. Following this, terms can be sought and likely target dates for delivery can be provided to members.

#### **Improving Access to Primary Care**

Of the 11 Improvement Grant schemes supported by the CCG, five schemes have now completed, one scheme is in progress, one has been approved for delivery in 2020/21 and one deferred to 2021/22. Three schemes were withdrawn from the process.

The practices that have completed their schemes are:

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

The total value of the improvement grant schemes that have completed and/are progressing across the three financial years (2019/20, 2020/21 and 2021/22) is approximately £1,400,000 with the NHS funding £930,000 and GPs funding the remaining £480,000. The delivery of schemes was impacted by COVID-19. However, all schemes are now either complete or progressing.

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 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 the Uxbridge and 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 HILLINGDON COUNCIL**

Appendix 1 attached to this report details all of the S106 health facilities contributions held by the Council as at 30 June 2020. The Council has not received any further contributions since the last report to the Board in September 2019. As at 30 June 2020, 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 the contribution held at case reference H/39/304C (£6k) which had a spend deadline of August 2020. These funds had been earmarked towards the Uxbridge/West Drayton Health Hub. However, given the short timescales for spending this contribution, the funds have now been allocated and transferred to NHSPS towards a scheme to improve and expand clinical space at Harefield Medical Centre (Cabinet Member Decision 14/08/2020).

### **HILLINGDON COUNCIL FINANCIAL IMPLICATIONS**

As at 30 June 2020, there is £1,246,292 of Social Services, Health and Wellbeing S106 contributions 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
New Yiewsley Health Centre	409,861
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.

The S106 contribution held at H/39/304C for £6,448 has a time limit to spend by August 2020, which has been earmarked to the Uxbridge/West Drayton Hub Health Scheme. Hillingdon CCG has requested that this contribution is allocated towards Harefield Health Centre in order to ensure the funds are used towards an eligible scheme before the spend deadline. This contribution has now been transferred to NHS Property Services in August 2020, together with the S106 contribution held at H/54/343D for £17,600.54 which was also requested by Hillingdon CCG and was originally earmarked towards the North Hub Health Scheme

## **HILLINGDON COUNCIL LEGAL IMPLICATIONS**

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.