

UPDATE: STRATEGIC ESTATE DEVELOPMENT

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| Relevant Board Member(s) | Dr Ian Goodman, Chair, Hillingdon CCG Councillor Jane Palmer |
| Organisation | Hillingdon Clinical Commissioning Group London Borough of Hillingdon |
| Report author | Amanda Gregory, Strategic Estates, Hillingdon CCG Nicola Wyatt, S106 Monitoring & Implementation Officer, Residents Services Directorate, London Borough of Hillingdon |
| Papers with report | Section 106 Healthcare Facilities Contributions (September 2020) |

1. HEADLINE INFORMATION

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| 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 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 (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 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 reprovision 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 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 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 have agreed that the full 1,460sqm for the scheme will be required for both existing and new services.

The business case for the GP selection process was approved by the Transformation Group and the Primary Care Board on the 28th November 2019.

Positive progress has been made on the 3 workstreams as follows:

1. Design of the new health facility is being refined to including additional provision for phlebotomy services from Hillingdon Hospital and Health Intelligence with a design freeze planned for end of November 2020
2. Development of the business case will commence following the design freeze and will be presented for CCG approval in February 2021
3. A detailed planning application will follow the NHS Business Case approval process in early 2021. It is estimated that the scheme will take approximately six months to determine and a subsequent two years to complete.

Timeline for the completion of the new health facility is mid-late 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 have 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 approved in principle the change of option from a redevelopment of Uxbridge Health Centre to relocation into Beaufort House in October. Design work will commence on Beaufort house to incorporate the GP and community services planned to transfer into the building. A business case is expected to be presented by CNWL to the CCG by March 2021.

Overall timeline remains unchanged for delivery from March 2022 however short term timelines will alter to facilitate completion of the option. It will be expected 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 and whilst practice visits have been delayed due to COVID-19 meetings have recently taken place in October with both the developer and the interested practice. The CCG is awaiting an indicative schedule of accommodation from the practice to enable early discussions with the developer's architect and the District Valuer will then be appointed to give an indicative rental value. This will enable a business case to be developed for CCG review and approval. There remains a funding gap with respect to capital to fit out the new facility and this will be addressed as part of the business case process. The CCG is committed to deliver additional primary care capacity within this space with the increased demand in population and services.

Nestle Site

Early discussions have taken place in October between the CCG and Barratt Developments to discuss potential options for health on the former canteen site. These discussions have been positive and options are currently being explored.

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 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 derelict area had been identified in Harmondsworth on which a potential health facility could be placed. Progress on

implementation has paused during the pandemic however the CCG is still actively seeking to secure affordable and fit for purpose outreach health provision in the Heathrow Villages!

Harefield Health Centre

The s106 funded works to increase clinical capacity at Harefield Health Centre had stalled due to COVID however NHS Property Services has re-engaged discussions with the practice to deliver the improvements identified at the site with an expectation that works will be completed by March 2021 (subject to any construction delays due to COVID restrictions).

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 (19/20, 20/21 and 21/22) 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,
- 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 HILLINGDON COUNCIL

Appendix 1 attached to this report details the s106 health facilities contributions held by the Council as at 30th September 2020. The Council has not received any further contributions since the last report to the Board in June 2020. As at 30th September 2020, the Council holds a total of £1,222,243.05 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 30th September 2020, there is £1,222,243 of Social Services, Health and Wellbeing S106 contributions available to be utilised towards the provision of facilities for health and £545,290 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 £1,035,760 are provisionally earmarked towards proposed health hub schemes as detailed below.

| Proposed Health Hub Scheme | Amount |
|-----------------------------------|------------------|
| North Hub | 107,852 |
| Uxbridge / West Drayton Hub | 514,145 |
| New Yiewsley Health Centre | 409,861 |
| Pine Medical Centre | 3,902 |
| Total Earmarked | 1,035,760 |
| To be determined | 186,483 |
| Total | 1,222,243 |

The remaining balance of £186,483 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 £8,991 (H/73/420E) respectively.

The S106 contribution held at H/39/304C for £6,448 had a time limit to spend by August 2020, which had been earmarked to the Uxbridge / West Drayton Hub Health Scheme. Hillingdon CCG had requested that this contribution be allocated towards Harefield Health Centre in order to ensure the funds be used towards an eligible scheme before the spend deadline. This contribution was 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.