

JHOSC estates update

23rd November 2023

Agenda

- Context and vision for estates in NCL
- Overview of estates delivery across NCL – 2022/23
- NCL funding envelope and investment decisions – 2022/23 (Adrian)
- NCL's prioritisation process and criteria
- Key projects in NCL
 - a) St Pancras and Project Oriel (Colin)
 - b) Finchley and Wood Green Community Diagnostic Centres
 - c) £25m investment in primary care
- Specific asks of the JHOSC

Context of NCL estates

Headline estate metrics

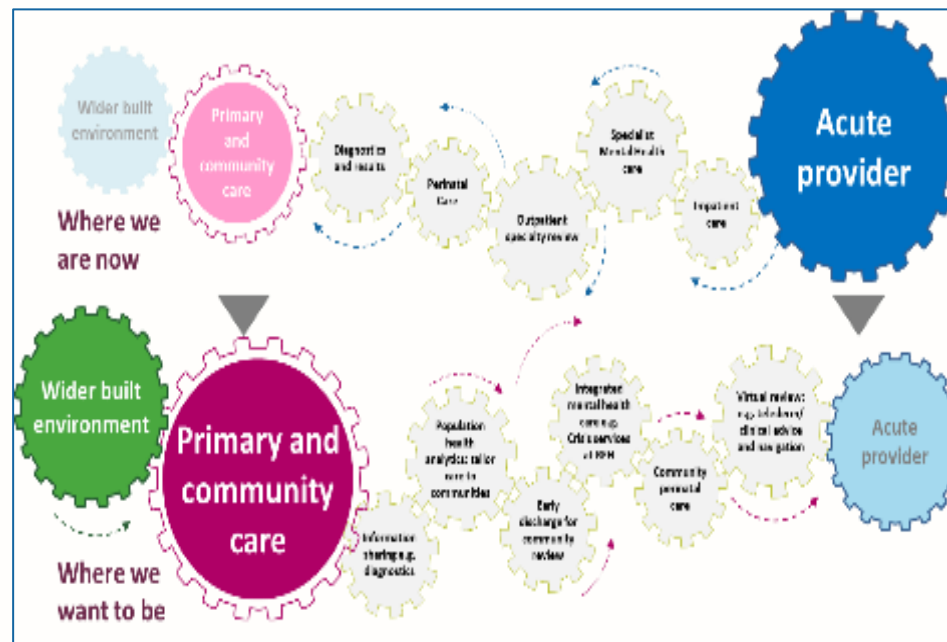
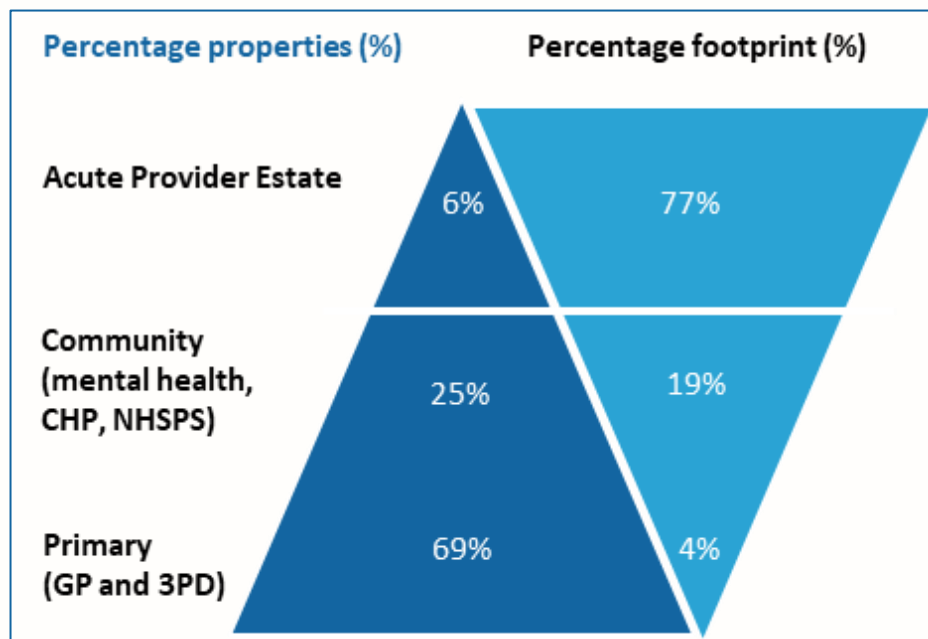
- 1) NCL occupies 920,000 sq. m* of acute space across 5 boroughs, 73% of that is PFI assets
- 2) This total estates costs is £513m pa*, 50% is finance costs, 20% soft FM, 30% hard FM
- 3) The average cost of occupancy is £500 per sq. m pa*
- 4) We have £187m of acute backlog maintenance, of which £69m is critical*
- 5) NCL's community space costs £44m pa, made up of 25 assets
- 6) NCL's primary space costs £25.5m pa, made up of 182 assets

NCL's strategic estate objectives are to:

- 1) Improve and maintain existing buildings and make better use of existing assets
- 2) Balance our investment spend across acute, community and primary care estate
- 3) Invest in those areas of population growth supporting health improvements
- 4) Utilise all sources of capital to achieve overall system affordability
- 5) Ensure any new investment supports new models of care, incl digital capacity
- 6) Co-ordinate our use of the wider public estate

* taken from NHS model hospital. All numbers are indicative, as per 2019/20 – current numbers being updated. There may be some minor overlap

NCL vision and estates priorities



Our estates priorities remain:

1. Developing a **place based approach** to allow us to optimise use of our estate in each locality to support service delivery, drawing on One Public Estate principles.
2. To **respond to** care requirements and changes in **demand** by putting in place a fit for purpose estate.
3. To increase the **operational efficiency** of the estate
4. To enhance **delivery capability**
5. To enable the delivery of a portfolio of estates **transformation projects**

Overview of estates delivery in NCL 2022-23

A year of continued significant investment across NCL

- £25m* + invested in primary and community estates
- £50m* + invested in the Community Diagnostic Centre programme
- £2.5m* + enabling funding from One Public Estate
- £5m + landlord funding across primary care
- £2.4m of national funding converting patient records space
- 100 + new or refurbished clinical and clinical support rooms delivered
- £8m* + secured through the planning system to improve primary care
- Investing in sustainability agenda part of investment decisions

Improved partnership working

Council representation at

- ICS Estates Board and Local Care Infrastructure Board
- At each Borough Local Care Forum (planning, regen. and asset teams)

Strong partnerships now established with

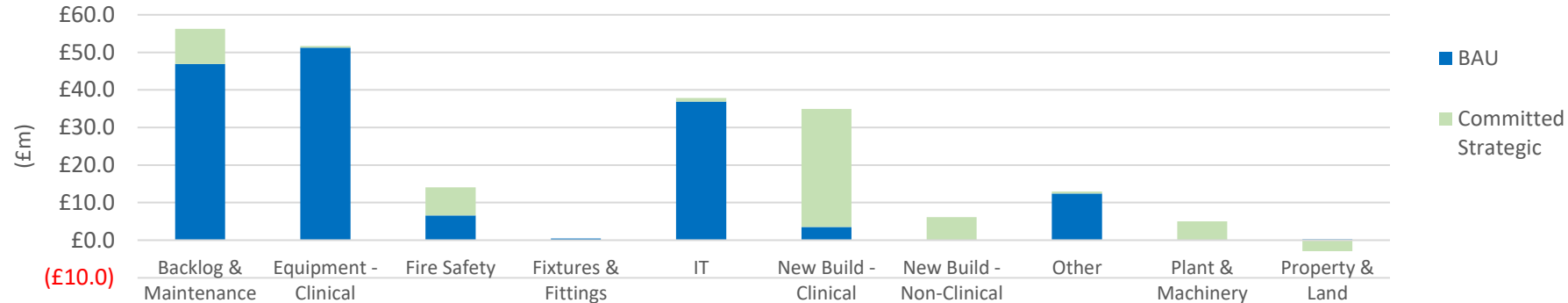
- Council colleagues in development and planning
- Community Health Partnerships/ NHS Property Services (the NHS Arms' Length Bodies)
- Primary Care Networks & primary care

*multi-year amount

NCL Funding Envelope & Investment Routes 22/23

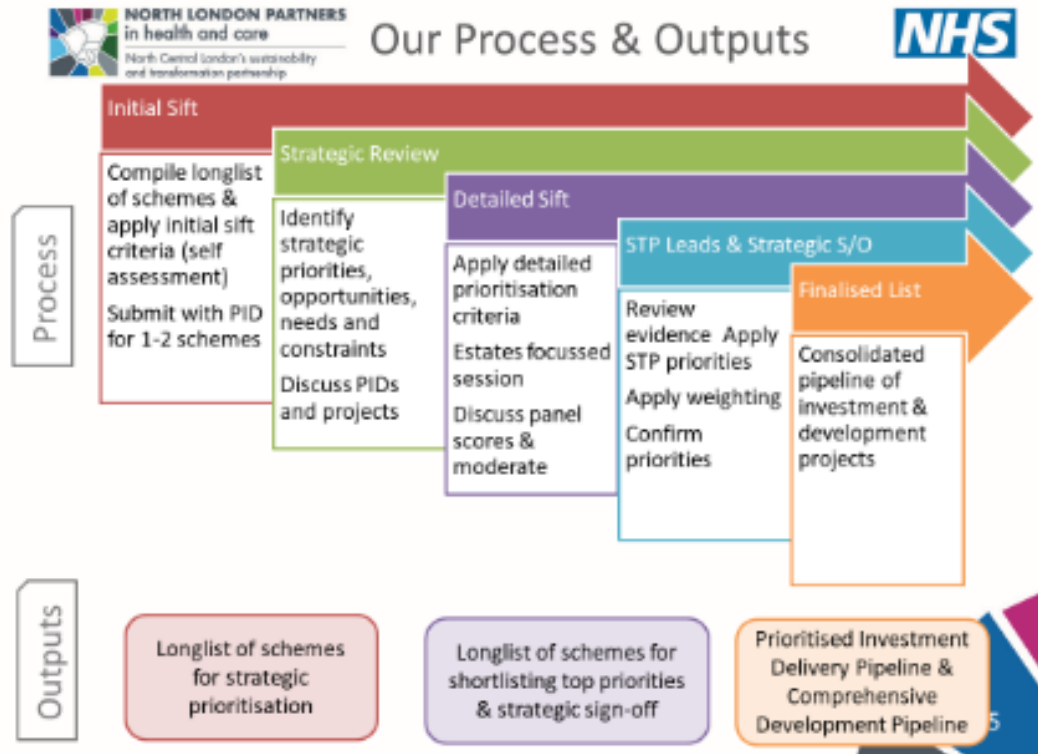
- NHSE awarded **3yr allocations** to systems (22/23 to 24/25);
 - **NCLs allocation reduces each year** as the national funding algorithm directs more funding to backlog maintenance; NCLs is comparatively low nationally
- NCL 22/23 Capital allocation of c. £202m was **over-subscribed** by £15m; Primary Care Estate/Digital not included

22/23 Capital Plan by Theme & Spend Type



- It did however provide some opportunity to **recycle funding** for non-Acute schemes as;
 - Some Acute schemes were under discussion for separate national funding
 - It is common to see slippage against planned schemes throughout the year
- At M5 there was a **£40m underspend vs. plan**, we performed a deep-dive w/Providers which resulted in;
 - £4.6m being committed to **Primary Care** in-year with potential against any further slippage
 - **Early identification of slippage risk** to prevent sub-optimal use of NCL funding

NCL's capital planning & prioritisation process



	Initial Sift Criteria	Weight	Good evidence consists of:	
Initial Sift	1	Leadership	10	Strong evidence of stakeholder engagement and/or plan. High degree of support from the proposing organisation
	2a	Activity & Demand	10	Evidence and explanation of current activity / baseline and future demand assumptions
	2b	System Demand Management	20	Demonstration of how scheme supports system approach to managing activity & demand at the appropriate level of acuity. Demonstrates positive impacts on managing demand
	3	Transformation, patient benefit and workforce benefit	40	Scheme will substantially transform the service model, patient care or integration; enables transformation across clinical pathways; enables new ways of working
	4	Estates / Infrastructure issues	20	The scheme offers improvements to the estate or releases value to support clinical priorities. This does not exclude schemes aimed at resolving backlog or compliance issues

- NCL's process has developed over time to include strategic and clinical leadership to ensure funding is targeted at NCL system priorities.
- Last updated to support 2021 planning round, using criteria identified. Work underway to further develop for 22/23 + planning rounds

St Pancras and Project Oriel 22/23

- The St Pancras hospital site in Camden will be entirely redeveloped.
- The site is 5 acres in size and lies to the NW of St Pancras station
- A new building for Moorfields Eye Hospital to replace their existing City Road site will be built on 2 acres of the site
- The remaining 3 acres will be redeveloped with a mixture of NHS buildings, office, retail and residential spaces
- The new Moorfields Eye Hospital is expected to be ready in early 2027
- Planning permission for the Moorfields building has been granted and the business case is currently progressing through the final stages of approval
- The redevelopment of the remainder of the site is anticipated to start in 2025
- Highlights importance of improvements to mental health, dialysis, in patient beds and primary care



NCL Community Diagnostic Centres (CDC)

CDC choice driven by:

- 1) pace, to support system diagnostic & elective recovery;
- 2) tackling of inequalities of access & outcomes, focus on accessibility;
- 3) Improve productivity/efficiency to deliver at scale;
- 4) Deliver a better & more personalised patient experience;
- 5) Integration of care across primary, community & secondary care.

<p>18 Month Programme (Early 2021 start)</p>	<p>2 bids + 5 business cases</p>	<p>£52.4m funding secured</p>	<p>2 New Sites: (Finchley Memorial Hospital & Wood Green)</p>	<p>FMH Phase 1 Live: Aug 2021 (CT, MRI, US, Cardio + respiratory, Ophthalmology, Phlebotomy, Microvascular)</p>	<p>WG Phase 1 Live: Aug 2022 (X-ray, US, Phlebotomy, Ophthalmology)</p>	<p>50,000 patients seen (September 2022)</p>	<p>FMH Phase 2 Live: Sep 2023 (2nd MRI, CT, X-ray, Minimum respiratory tests)</p>	<p>WG Phase 2 Live: Sep 2023 (MRI, CT) *</p>
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In delivery

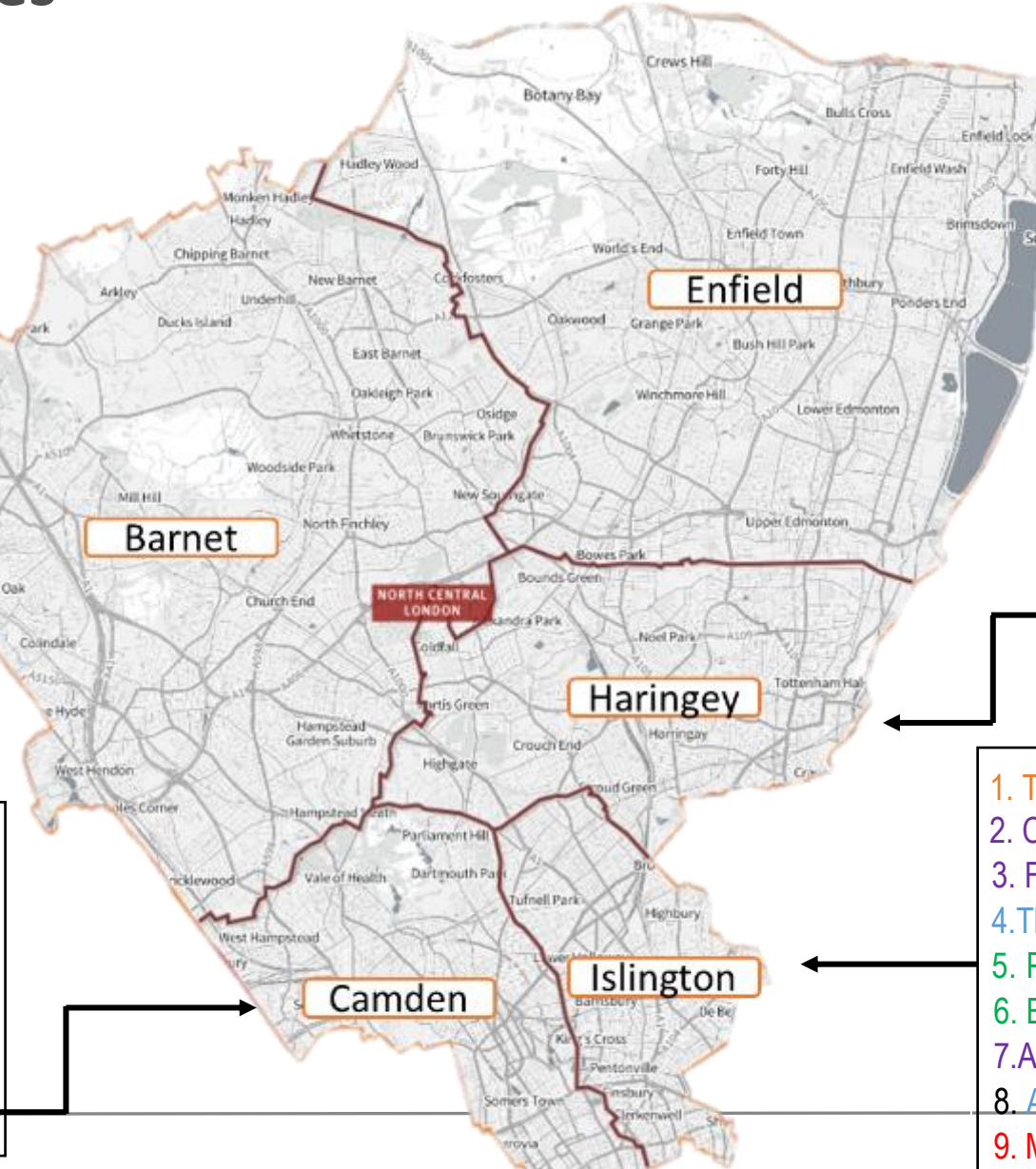
Approved and/ or priority projects

Community Integration Programme and LIFT

London Improvement Grant 22-23

Complete

£25m invested in NCL primary & community schemes



1. Cressingham Road
2. Grahame Park Health Centre
3. Stone X Stadium
4. Colindale Integrated Hub
5. Brent Cross Regeneration Scheme
6. Osidge Library OPE Scheme
7. Torrington Park Health Centre
8. Vale Drive Clinic
9. Finchley Memorial Hospital
10. Waitling Medical Centre
11. The Old Court House Surgery

1. Belsize Priory Health Centre
2. Sommers Town
3. Belsize Somers Town
4. Kentish Town HC
5. Hunter Street
6. Roy Shaw
7. Gower
8. Bloomsbury Surgery

1. Evergreen PCC and Forest Road
2. Firs Lane (new development)
3. Meridian Water (new development)
4. Angel Surgery
5. Alma Road
6. White Lodge
7. East Enfield/ Brick Lane (merger)

1. Charlton House Surgery
2. Muswell Hill
3. Green Lanes
4. Well Bourne
5. Wood Green CDC
6. Morum House
7. Bounds Green

1. The Village Practice
2. City Road Medical Centre
3. Finsbury Health Centre
4. The Miller Practice
5. Partnership Primary Care Centre
6. Bingfield Primary Care Centre
7. Archway Medical Centre
8. Andover Medical Centre
9. Mildmay Medical Practice

Somers Town Medical Centre - 77-83 Chalton St, Investing Camden, supporting Oriel

- Collaboration to acquire new headlease of existing practice to create a new modern health centre
- Working with the GPs to provide a new suitable facility and enable closer working for the local community
- Closely supporting the Camden & Islington Trust (C&I) to enable a relocation in good time for the St Pancras Hospital redevelopment
- Joint working to use sales proceeds from previous NHS PS disposal to recycle into a fit-out of new
- NHS PS and NCL ICS worked together to prioritise recycled funding into Somers Town
- Further NHS PS recycled funding projects to follow such as Hunter Street Health Centre



Village Practice: Increasing the capacity & quality of primary care provision across North Islington

Project Impact:

The completed works at The Village Practice have:

- ✓ Provided an additional 500 appointments per week
- ✓ Increased clinical consulting space by 40%
- ✓ Refreshed the estate so it is compliant
- ✓ Reconfigured the layout so it is operationally effective
- ✓ Reduced pressures on the surrounding healthcare estate & North Islington 1 PCN



✈ The Village Practice is now able to provide the following additional services, increasing the quality of local care provision across North Islington:

- ✓ Islington GP Federations (IGPF) IHUB service provides out of hours service to the local population
- ✓ Facilitate the 'ARRS' workers. The practice has stated a clear intention to house the following community workers: two pharmacists, MH nurse, physio, minor surgery and a health and wellbeing coach.
- ✓ GP Training Practice: from September '22 the practice will house year 3 Imperial student alongside Junior Doctors from 'Health Education England' (UCLH) at a FY2s, FT1 and FT3 level of rotation.
- ✓ Other wider services the practice plan to deliver from the new space include:
 - Health Visitors
 - Social Prescribers
 - Additional IGPF services, notably Paramedics and blood clinics
 - Mental Health workers, namely psychologists and social workers

Estates ask of Council colleagues – Autumn 2022

Support development of primary & community care estates by...

- To note our thanks to partners, S106/CIL contributions has supported primary care estates delivery (see following page), we are keen to build on these successes, with additional ongoing contributions budgeted to create consistency across NCL boroughs/projects
- Supporting Local Estate Forums, involving wider Council teams with a clear route to Cabinets incl finding affordable & creative ways of bringing primary care into housing schemes, as anchor tenant
- For Councils to provide a single, senior, representative to the Estates Board or Local Care Infrastructure Board. This co-ordinated role would represent all five councils, with structure behind for wider consultation

Support development of integrated health and social care in NCL neighbourhoods by...

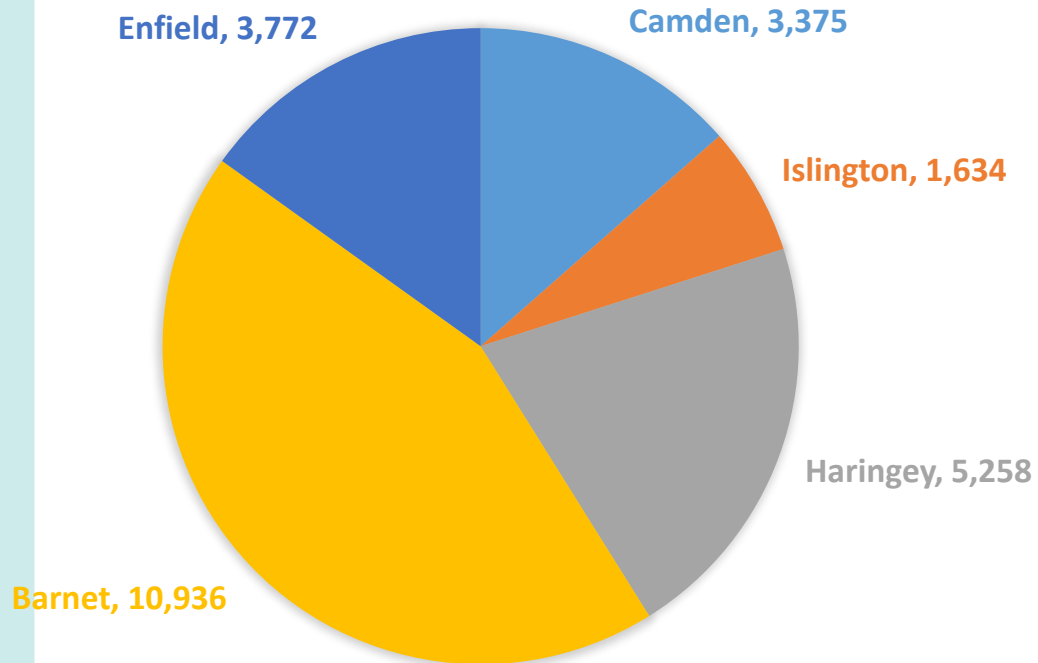
- Considering how members want to be involved in / champion development of integrated neighbourhood working in NCL in response to recommendations in the Fuller report.

NCL Residential Pipeline & S106/CIL

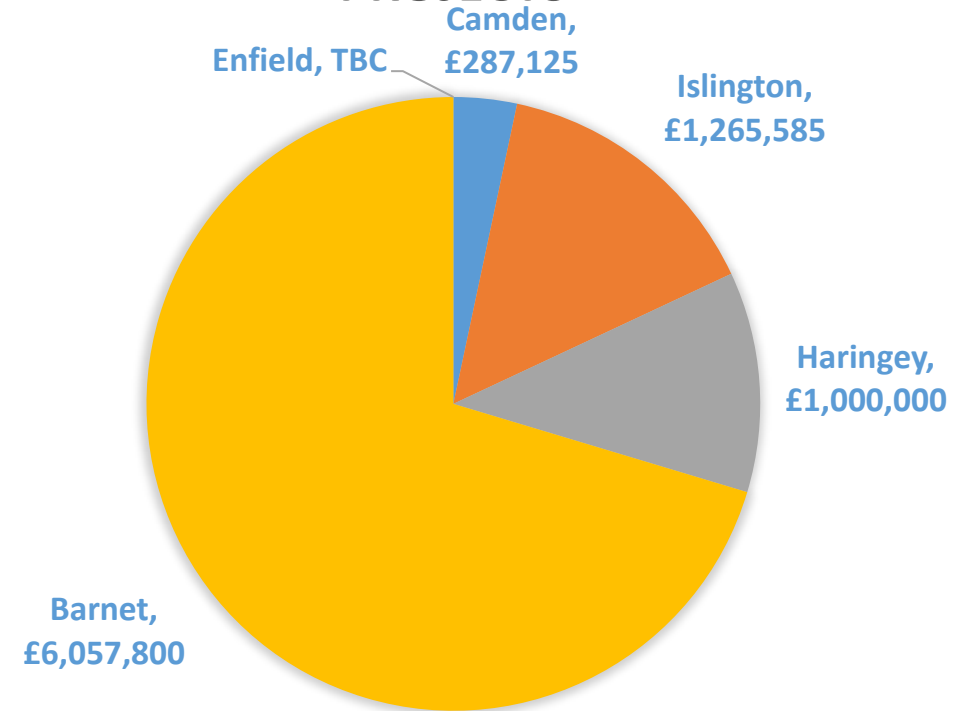
£8.6m allocated for primary care – Significant more sought, to be received once development starts



NET RESIDENTIAL PIPELINE NCL



S106/CIL ALLOCATED TO HEALTHCARE PROJECTS



Borough	s106/CIL sought	s106/CIL allocated to healthcare projects	s106/CIL per housing unit	Note
Barnet	£6,653,580	£6,057,800	£554	£1,951,000 of s106 allocated to health. £4.1m earmarked for schemes in planning
Camden	£1,440,615	£287,125	£85	Includes £119,600 of Local CIL
Enfield	£12,336,660	TBC	TBC	IDP needs to be updated linking with the NHS strategy in order to allocate s106. Discussions regarding Meridian Water
Haringey	£5,156,480	£1,000,000	£190	Use of £1m of Strategic CIL towards the Wood Green health hub project
Islington	£2,096,940	£1,265,585	£775	Includes £1,185,585 of s106 earmarked for a new health centre as part of the Finsbury Leisure Centre development
Total	£27,684,275	£8,610,510		