

JHOSC estates update

November 2023

Nicola Theron, Director of Estates, NCL ICS

Agenda

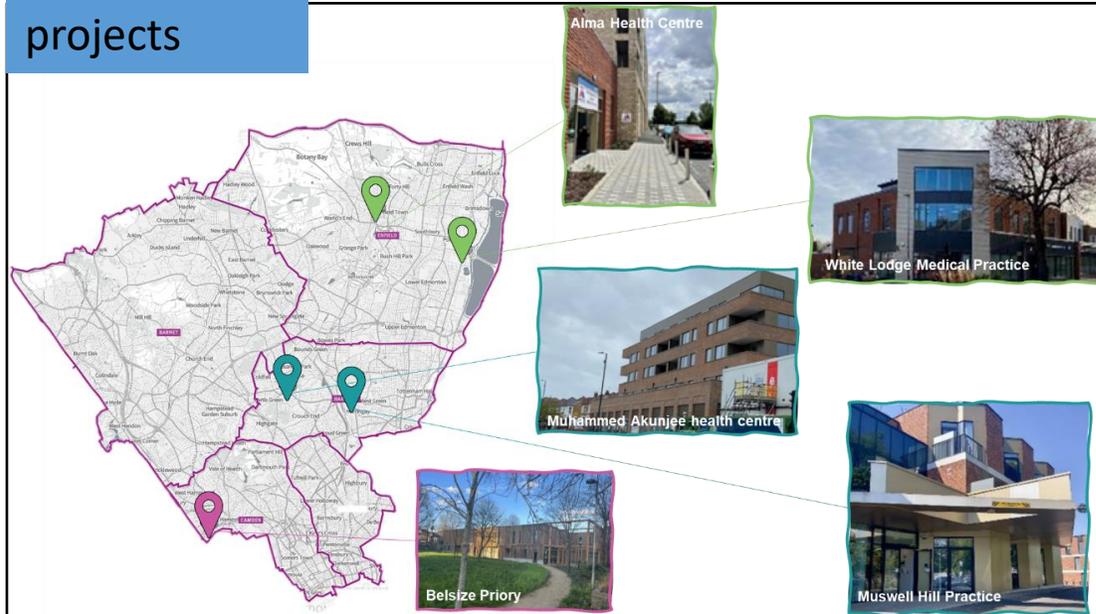
- Recent progress of estates in NCL
- St Pancras overview
- Specific questions asked
 - 1) Asset disposals
 - 2) Backlog maintenance value across NCL and by provider
 - 3) Funding sources for capital programmes
 - 4) LEF representation from LAs

2 years of significant progress

-  £13m Invested in Primary & Community Estate
-  £1.6m of s106/CIL Invested across 6 Assets
-  c.£500k of Void Savings
-  Multiple Award Finalists
-  £0.9m of capital recycled from NHS PS disposals
-  8 Large Scale Capital Projects
-  £30m Invested in Community Diagnostic Centres
-  £2.4m Invested in Patient Records Programme
-  Estate Webpages & 5 Case Studies
-  15 Collaboration Projects with NHS PS, CHP & Councils

Projects since early 2022

New build projects



- Five new general practice premises have opened in 2022;
- Combined list size of over 62k patients, equivalent to 3.6% of NCL's patients.
- Locally, these new buildings support primary care to 7% of Enfield's patients and 10% of Haringey's patients.

Refurbishment projects



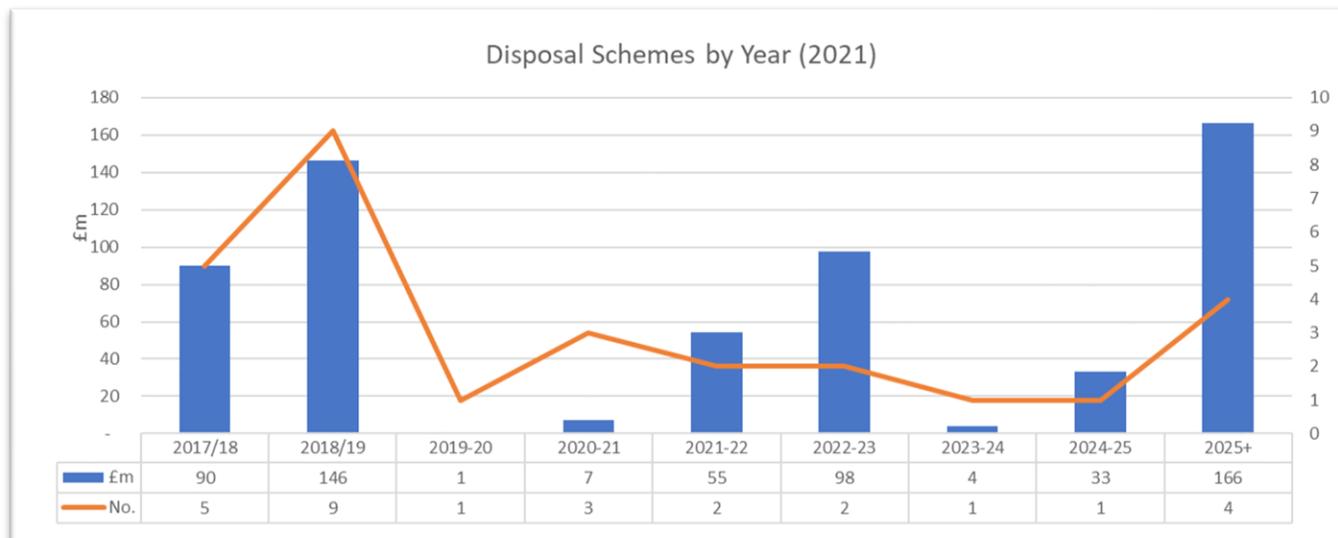
- Ongoing focus, working with partners to use our core, fit for purpose estate harder and improve condition of core/flex assets
- The three primary care refurbishment examples serve 41k patients, equivalent to 1 in 42 patients across NCL
- The CDC and records digitisation projects alone have created capacity for 500,000 + new appointments over the last 12 months

St Pancras Transformation Programme

- 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 (Oriel) to replace their existing City Road site is being built on 2 acres of the site.
- Remaining 3 acres to be redeveloped with a mix of NHS buildings (including a new facility for Camden & Islington NHS FT), office, retail and residential spaces.
- As part of the overall redevelopment, a number of new mental health facilities will be built within NCL to accommodate services currently on the St Pancras Hospital site.
- Planning permission & approvals for the land transfer to Moorfields + construction of the new hospital have been secured, construction of Moorfields building started.
- The new Moorfields Eye Hospital is expected to be ready in 2027.
- Construction of a new inpatient mental health facility at Highgate East is nearing completion. This will provide 78 beds and is anticipated to be operational in Q1 2024.
- Construction of a new community mental health centre in Lowther Road is nearing completion for outpatient services and is expected to be operational in Q1 2024.
- The redevelopment of the remainder of the St Pancras Hospital site is anticipated to start in 2026 and complete in 2031.
- The sale of City Road has been agreed to contribute funding to the scheme.



Asset disposals as at Autumn 2023



- This table shows NCL's achieved & planned disposals
- The key disposal being the St Pancras Hospital and City Road sites, timed for 2027/28
- Other key disposals include Plots A and B at Edgware Community Hospital, see adjoining slide
- Other primary care disposals arise on an ad hoc basis and offer opportunities to consolidate from Tail to Flex or Core assets and improve quality.

Edgware disposal

RESIDENTIAL DEVELOPMENT OPPORTUNITY EDGWARE COMMUNITY HOSPITAL, LONDON HA8 0AD



PLOT A - UNCONDITIONAL SALE
OUTLINE PLANNING FOR UP TO 129 UNITS



PLOT B - SUBJECT TO PLANNING SALE
FEASIBILITY STUDY FOR C. 150-200 UNITS



- Disposal of surplus land underway for residential development
- 50% of net value to be reinvested into ECH to improve overall clinical environment
- Best offers awaited
- Purchaser to provide wider site improvements & leaseback of ground floor parking
- Planning application on Plot B to be pursued by the incoming developer – may include affordable housing and/or key worker housing

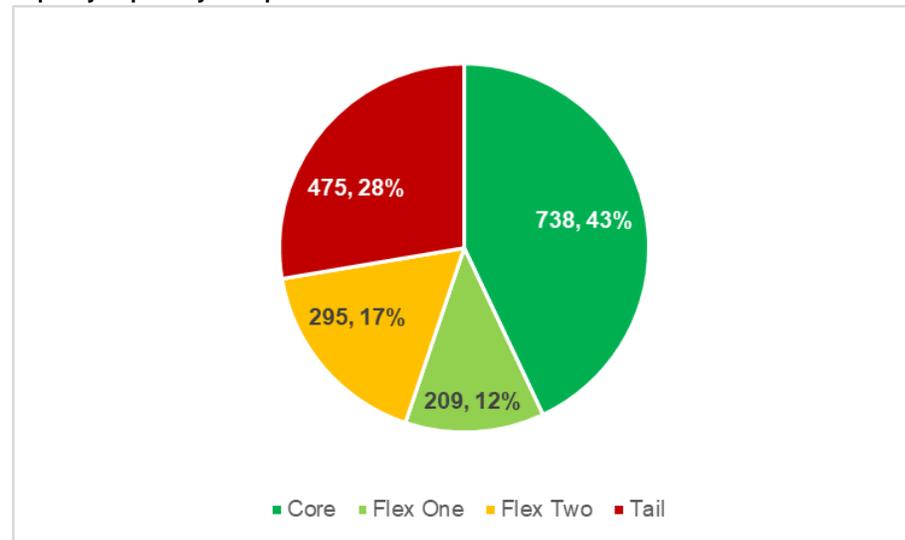
Backlog maintenance by provider

NCL ICS providers have critical backlog maintenance pressures of £121m

28% of NCL patients access primary care from inadequate 'tail' estate



Number of patients, in thousands using Oct 22 raw list and %, served from different quality of primary care premises



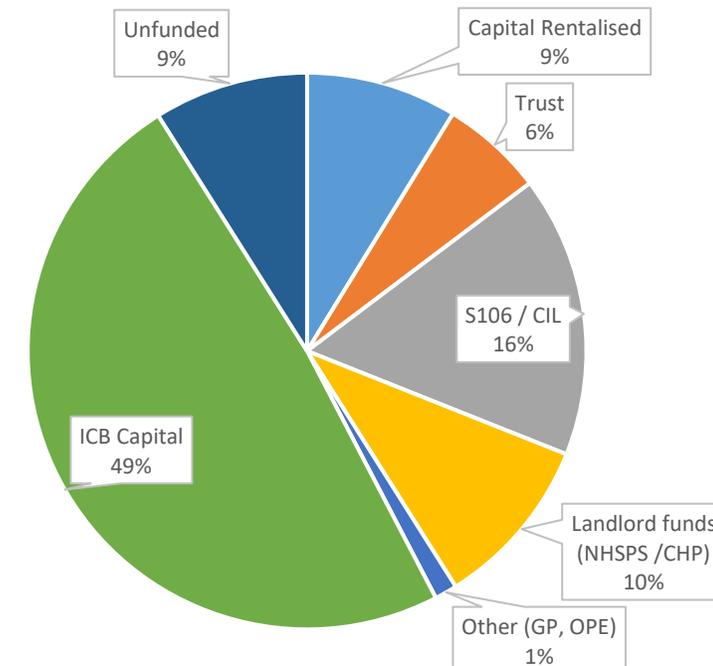
Funding sources for capital programmes

- NCL is one of few ICBs to have allocated capital to primary care – 5% for prioritised schemes
- Our 10-year capital pipeline suggests a total capital requirement forecast of £176m
- This is significantly in excess of the annual allocation

Funding	%	£000's
Capital Rentalised	9%	15,456
Trust	6%	10,500
S106 / CIL	16%	28,895
Landlord funds (NHSPS /CHP)	10%	17,695
Other (GP, OPE)	1%	2,306
ICB Capital	49%	86,000
Unfunded	9%	15,803
TOTAL	100%	176,655

- Highlights need for funding to support health care for population growth secured through planning and to make delivery affordable, incl S106/cil.
- To date, @£9m is allocated to health from the planning system, 60% of that in Barnet

Source of NCL ICB Estates Funding



Local Authority representation at LEFs

Wide range of representation across the NCL LEFs from Local Authorities representing housing, regeneration, public health, adult social care and neighbourhood/ community teams.

Camden	Haringey	Enfield	Barnet	Islington
Chief Planning Officer	Neighbourhoods Programme Lead	Director of Housing and Regeneration	Head of Housing and Regeneration	Director of New Build
Head of CIP Programme Office	Director of Housing, Regeneration and Planning	Head of Regeneration & Growth	Infrastructure Planning CIL/s106 Delivery	New Build Programme Lead
Head of Asset Management	Assistant Director, Planning, Building Standards & Sustainability	Area Plans Manager	Associate Director of Estates and Decarbonization	Localities Programme Lead
Head of FM	Head of Property	Assistant Director of Public Health	Director of Public Health	Capital Strategy Lead
ASC Programme Lead	Head of Strategic Asset Management	Principal Planner	Regeneration Manager	Planning Lead
Head of Support and Safeguarding Adults	Head of Area Regeneration			Director of Corporate Landlord Services
Planning Policy and Implementation	Head of Planning Policy, Transport & Infrastructure			
Head of ASC Strategy and Commissioning	Principal Planner			
Principal Planner	Director of Public Health			
	Health in All Policies Officer			
	Strategic Lead: Community Enablement, Connected Communities			
	Director of Housing, Regeneration and Parking			

Any questions?