NHS
West and North London

West and North London Local Care Estates Update to NCL JHOSC

27 November 2026



Executive Summary

NHS
West and North London

- A four-year programme of 104 schemes / programmes, with a total pipeline value of £146.69m.
- Confirmed NHS capital allocation of £93.09m for 2026/27 to 2029/30 across four principal funding streams.
- A further £9.972m of DHSC Neighbourhood Health Centre Wave 1 funding takes identified funding to £103.062m.
- Investment supports more care closer to home, better use of existing estate and integrated neighbourhood services.
- 45 Wave 2+ hubs have been submitted against an indicated WNL allocation of £4m per year.
- Two National programmes working towards transfer of core Community/Primary Care estate held by the DHSC owned NHS property companies within WNL to NHS Trusts
- As ICB moves towards a Strategic Commissioner, with ICB support there are 12 integrator partnerships within WNL transitioning to delivery of Neighbourhood estate schemes

Capital pipeline and funding position

NHS
West and North London

104	£146.7m	£93.1m	£10.0m
schemes / programmes	total pipeline value	four-year confirmed allocation	NHC Wave 1 funding

Funding sources for the wider pipeline

- Four-year NHS settlement from 2026/27
- NHS capital secured before 2026/27
- S106 / CIL
- NHS property companies and other sources

Key point

The pipeline exceeds identified funding, so sequencing and strategic prioritisation remain essential.

WNL confirmed four-year capital allocation

NHS
West and North London

Funding stream	26/27	27/28	28/29	29/30	Total
BAU Capital - Estates	£3.0m	£3.3m	£2.9m	£2.9m	£12.1m
Utilisation & Modernisation	£4.0m	£4.0m	£4.4m	£4.4m	£16.8m
Strategic Primary Care Capital	£13.9m	£14.4m	£14.7m	£14.9m	£57.9m
Return to Constitutional Standards	£3.8m	-	-	£2.5m	£6.3m
TOTAL	**£24.7m**	**£21.7m**	**£22.0m**	**£24.7m**	**£93.1m**

Strategic Primary Care Capital represents the largest element of the settlement.

2026/27 schemes progressing

NHS
West and North London

BAU Capital - Estates	**6**	schemes	**£3.0m**
Utilisation & Modernisation	**10**	schemes	**£4.0m**
Strategic Primary Care Capital	**17**	schemes	**£8.4m**
Return to Constitutional Standards	**1**	schemes	**£3.1m**

Programme emphasis: capacity, utilisation, modernisation and expansion of out-of-hospital care.

Neighbourhood Health Centres – DHSC Wave 1

NHS West and North London

£10.0m identified for WNL in 2026/27

£1.7m	£3.2m	£5.1m
Jubilee Gardens Primary Care Centre	Hornsey Neighbourhood Health Centre	Alexandra Avenue Health & Social Care Centre

- Supports the shift from hospital to community settings.
- Brings GP, pharmacy and wider health, care and voluntary-sector services together locally.

Neighbourhood Health Centres - Wave 2+

NHS
West and North London

45	£4m	10	Allocation announcement deferred to Nov / Dec 2026
hubs submitted	per year indicated for WNL	potential PPP new builds	

Priority 1 - 5 schemes

Priority 2 - 5 schemes

- Awaiting further announcement on the PPP Investment Programme for new buildings.

The scale of submissions compared with available funding reinforces the need for transparent strategic prioritisation.

Strategic considerations

Align estates and primary care strategy	Plan investment around services required in neighbourhoods, not individual premises alone.
Prioritise against finite funding	Use a transparent approach linked to the future configuration of primary care and neighbourhood services.
Maximise existing estate	Consider utilisation, refurbishment, repurposing, rationalisation and disposals together.
Prepare for future opportunities	Position priority schemes for further NHC funding and potential PPP investment.

National Programmes - Property Transfers

NHS
West and North London

Community Health Partnerships Ltd - Securing the Future

National programme managing expiring leases across 308 NHS LIFT primary and community care buildings. Leases begin expiring from 2029.

WNL position

19 LIFT properties expire between March 2030 and March 2045; 11 expire before 31 December 2033.

NHS Property Services Ltd - NHS Property Transfer Programme

Voluntary transfers are restricted to NHS trusts and foundation trusts. Core clinical buildings are prioritised, with financial and governance review required.

WNL position

Expressions of interest were made for 44 local core properties in March 2026. Business cases are being submitted, with first national decisions expected in Q4 2026/27.

Estates investment is an enabler of more integrated care closer to home.

Key Messages for JHOSC

NHS
West and North London

- The scale of the WNL capital pipeline and the confirmed four-year settlement.
- Four funding streams and additional DHSC Wave 1 Neighbourhood Health Centre funding.
- Demand substantially exceeds available Wave 2+ funding and requires clear prioritisation.
- Support continued alignment of estates investment with primary care and neighbourhood service planning.
- Maintain strategic oversight as further NHC allocations and PPP arrangements are announced.
- Two National Programmes – Property transfer in progress

Estates investment is an enabler of more integrated care closer to home.