

Project Brief

Project

A common Public Sector Estate Strategy in the London Borough of Brent

Phase 1

Aligning Health and Local Authority Estate Holdings to facilitate delivery of a more integrated and customer focused service.

Project Manager & Sponsors

Sponsors

Carolyn Downs, Chief Executive, London Borough of Brent & Rob Larkman, Chief Officer, Brent Clinical Commissioning Group.

Project Manager & Contact

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Goal

Through a collaborative approach, the aim is to deliver a common Brent specific Health and Local Authority Estates Strategy that, builds on:

1. Brent's Strategic Property Plan 2015-19 which facilitates delivery of the Borough Plan.
2. The Brent Local CCG, Local Estates Strategy June 2016 that enables delivery of the Strategic Service Delivery Plan (SSDP).
3. The Strategic Transformation Plan (STP) &
4. The Department of Health's (DoH) Five Year Forward Plan

The strategy will develop a clear strategic vision, common objectives and action plan which delivers a modern fit for purpose estate.

Objectives

1. To develop a fit for purpose, modern, sustainable estates plan, that enables service transformation, driving efficiency, reducing running costs, releasing assets to generate a capital receipt for reinvestment to facilitate change and wider economic growth, new homes, jobs and school places.
2. To define the main common strategic estate priorities in Brent, aligned with existing property strategies (both Brent and the CCG) and reviewing these in the context of the Borough Plan, the SSDP, STP and DoH Five Year Forward

Plan, identifying where an altered approach may deliver a better outcome, defining key drivers and challenges.

3. To take into account projected population growth and areas of deprivation and or demand.
4. To parallel and support the Brent led, One Public Estate (OPE) application, but jointly supporting the initial property data capture exercise to assist with delivering the outcomes identified in the bid.
5. To identify programmes or projects that: address issues with underperforming assets, surplus assets, and asset with spare capacity, and identify adjoining sites where a joint approach could release additional potential, including identifying opportunities for working with other local public sector partners to further enhance outcomes.

Identified programme and projects proposals to be in a format that can be directly used as bids for future OPE applications.

Background

Brent

Brent's Borough Plan 2015-19 identifies the following priorities:

1. Better locally, building partnerships between local service providers and between local services and residents to find new ways of providing services that are more finely tailored to individual, community and local needs.
2. Better place, increasing the supply of affordable good quality housing, the Borough's aim is to develop 5,000 additional homes by 2019.
3. Better lives, supporting local enterprise, generating jobs for local people, helping people into work and promoting fair pay.

Brent's Property Strategy/the Strategic Property Plan 2015-19 builds on these themes, setting out four key objectives/initiatives:

1. Objective 1, to support the delivery of the Borough Plan, using and maintaining assets to enable and support service delivery and transformation in pursuit of Borough Plan priorities.
2. Objective 2, to promote community resilience, to proactively explore the community transfer of assets in support of Borough Plan priorities.
3. Objective 3, value generation, to maximise value generation in respect of the property portfolio, with a focus on revenue generation.

4. Objective 4, to support delivery of the Regeneration Strategy, to promote investment and acquisition in areas of long term growth in support of the Brent's regeneration, housing agenda and planning for new school places.

Brent has a proud track record in the field regeneration evidenced by South Kilburn and Wembley. Brent's Regeneration Strategy look to deliver transformational change in Alperton, Burnt Oak, Chalkhill, Church End, Harlesden, North Circular Road (including Brentfield and St Raphael's), Stonebridge, South Kilburn and Wembley. Brent successfully secured Greater London Authority (GLA), Housing Zone status and funding in both Alperton and Wembley in 2015.

Health

In Summer 2015 the CCG were tasked by the NHS England to produce commissioner led estate strategies that would assist in realising the benefits identified in the five year forward review, a national document produced by the Department of Health.

Brent CCG in partnership with Brent Council formed a Strategic Estates Group to oversee production of the estate strategy that builds on the strategic priorities set out in the SSDP, STP & the DoH Five Year Forward Plan, the deadline for production of the plan was December 2015.

The following key drivers and challenges were identified in the Brent Local CCG estate strategy:

1. To provide more care closer to home so people can get easier and earlier access to care.
2. 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.
3. The need to invest in both services and infrastructure within existing health centre locations, the GP estate and social care settings.
4. A need to improve utilisation of the existing estate and effectively target strategic investment to maximise capacity at Wembley and Willesden Centres for Health and Care, along with Central Middlesex Hospital.

To realise the benefits in the DoH Five Year Forward Plan, the Brent's CCG Estate Strategy aims to enable a capacity shift in care settings, allowing primary and community care settings to take on more services from acute establishments, through:

1. Local hospitals need to offer a range of out of hospital services to their locality, including outpatient appointments, associated diagnostic, social care and therapies.

2. Hubs/health centres will provide a setting for future range of services across all CCG's, including outpatient appointments, diagnostics, social care and therapies.
3. Networks of care, formed of GP practices, will offer opportunities for joint working between GP's and enhance the capacity of primary care to delivery out of hospital services.

To enable change, it will involve the construction of new estates and changes to some of the existing ones, for example:

1. The construction of paediatric hubs to ensure easy access to paediatric services out of hospital and therefore, closer to home.
2. The formation of urgent care hubs and specialised GP practices to move services out of hospital and therefore closer to homes.
3. The transition of services between existing sites to ensure better care with the best available resources.

The NHS via the Estates and Technology Transformation Fund (ETTF) is making £1bn of investment over 4 years to support the development of the primary care estate. Investment is aimed at ensuring the estate supports new ways of working (including extended access and management of patients with long term conditions), introducing the user of technology to improve care delivery, develop training practices and establish a sustainable primary care service for the future.

The SSDP concluded that three locality based out of hospital Hubs were required to enable the delivery of these transformed models of care across the Borough. The location of the Hubs was identified as Central Middlesex Hospital, Willesden Centre for Health and Care and Wembley Centre for Health and Care. However these locations will be reviewed as part of the STP review and One Public Estate opportunities.

One Public Estate

Brent in partnership with the CCG has made an application under the current phase of the OPE programme, the projects identified are:

1. Northwick Park Hospital, Brent in partnership with the Northwick Park Trust, the University of Westminster and Network Homes, aims to rationalise services and resource and unlock development land to facilitate hospital redevelopment, new homes and improved services for the community. Appendix 1.
2. Church End Growth Area, Brent's bid aims to enable the creation of a community hub that will attract public services and businesses to the local area, the key emphasis is ensuring that the public services and businesses provide positive services that will build capacity and benefit the local community. Appendix 2.

3. Wembley the reduction in staff numbers and more efficient use of office space in Brent's Civic Centre in Wembley Park, provides an opportunity to look more closely at how local public services may better work together, including a review of the area surround the Wembley Centre for Health and Care. Appendix 3.
4. Vale Farm, Brent's aim is to deliver a new multi-purpose leisure centre, new homes and possibly and new secondary school in an area that is primarily public open space and metropolitan open land, a feasibility study is proposed to identify opportunities for integration between local public sector services, particularly the Metropolitan Police, Brent CCG and the Council. Appendix 4.

A further bid will be brought forward for:

5. Brondesbury Road (including the Kilburn Square Clinic). These premises comprise 11-15 Brondesbury Road; which provides a home for mental health care teams. The site is Brent owned, but subject to shared usage with Central and North West London NHS Foundation Trust, (CNWL), (although current occupation circa 90% CNWL, 10% Brent). The model for the delivery of such services is under review, and is likely to result in a relocation of staff from the building. Appendix 5.

Approach

Although the approach may be subject to refinement and consultants will be asked to submit their own proposals, the approach anticipated is:

1. To review both Brent and CCG Estates Plan and to define common strategic priorities.
2. To review these priorities in the context of Brent's Borough Plan and the SSDP, STP and the DoH Five Year Forward Plan.
3. To identify where an altered approach may deliver a better outcome.
4. To define key drivers and challenges for a common Brent and NHS Property Strategy/Plan.
5. To take into account projected population growth and areas of deprivation and or demand.
6. To identify programmes or projects that address issues with underperforming assets, surplus assets, and asset with spare capacity.
7. To review adjoining sites where a joint approach could release additional potential.
8. To identify opportunities for working with other local public sector partners to further enhance outcomes.

9. To assist where necessary to deliver the Health team's commitment, made as part of the Council's OPE bid, to assemble data required to populate the Cabinet Office's EPIMS database with full details of all Health Estate properties in Brent.
10. To work with Brent's Knowledge and Strategy Manager to deliver the Council's commitment to refresh EPIMs data detailing London Borough of Brent ownership.
11. To analyse EPIM's data for the health estate and other public sector partners as uploaded on EPIM's and to draw on other data resources to identify synergy and opportunities.
12. Identified programme and project proposals to be in a format that can be directly used as bids for future OPE applications.
13. To provide an action plan setting out next steps, including a clearly identified programme, key risks and issues.
14. To provide a communications plan, this will need to be developed with key strategic partners, taking on board issues likely to fall out of individual portfolios and projects.

Constraints

1. Private Finance Initiatives (PFI) utilised to fund certain health initiatives, leases and other licences, creates uncertainty on the availability of assets.
2. The ownership of some of the Health assets is complex, particularly GP practices as this often lies with Doctors or practices.
3. Central Government policy has a major effect on the freedom of action on the Health estate.
4. Uncertainties on the willingness to engage by other Public Sector partners, the process is intended to provide clarity on this issue.

Dependencies

1. A collaborative approach to the project by both Brent and the NHS/CCG.

Resource Requirements

1. Brent, CCG and other public sector partner officer time.
2. A consultant to work with partners to develop the common Estate Plan.

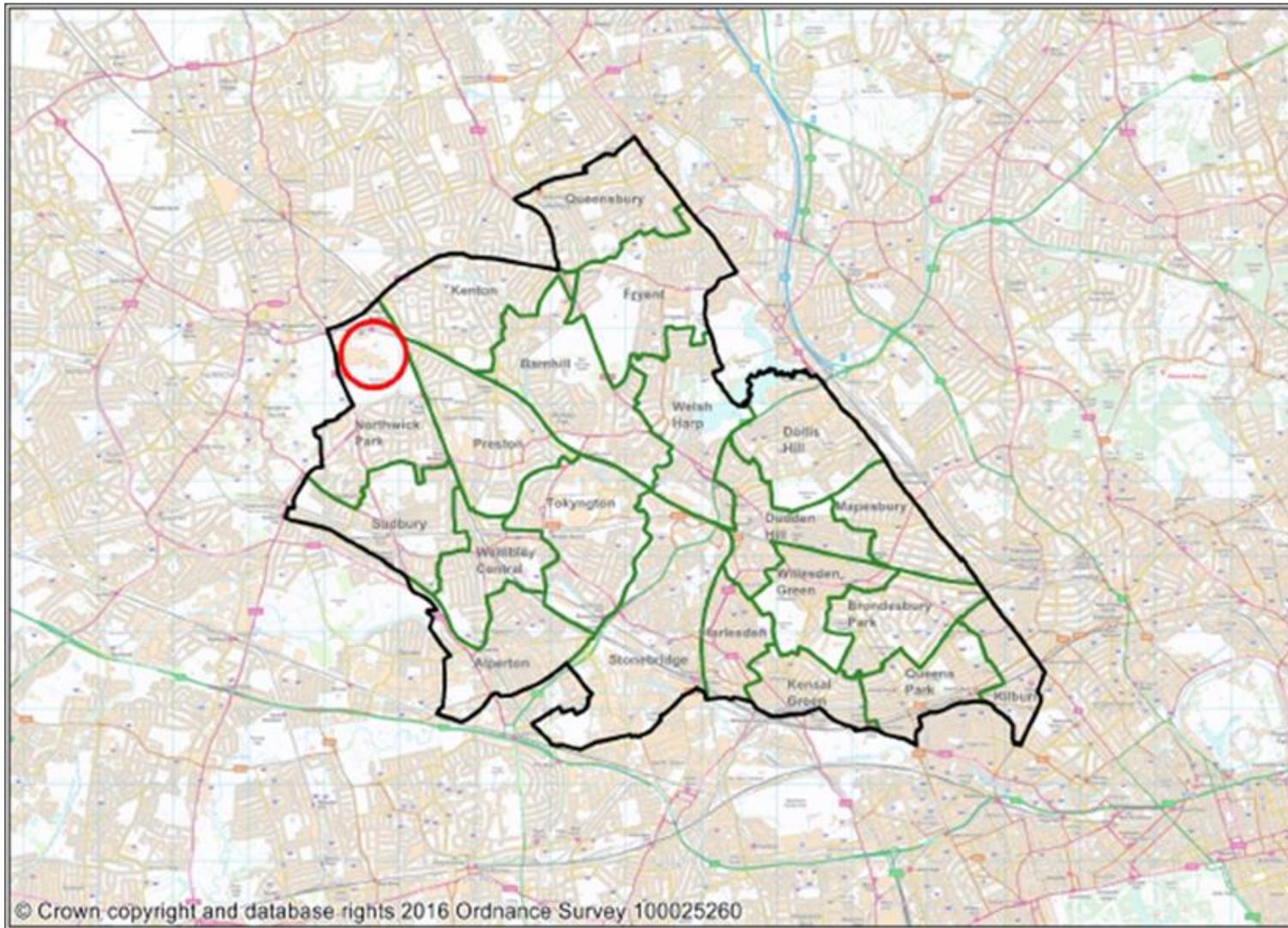
Background & Appendices

1. London Borough of Brent's [Borough Plan](#)
2. [Brent's Strategic Property Plan 2015-19](#) (to be supplied to the appointed consultants).
3. The Department of Health's, Five Year Forward Plan
4. Strategic Services Delivery Plan
5. Strategic Transformation Plan (to be supplied to the appointed consultants).
6. Brent CCG, Local Estates Strategy June 2016 (to be supplied to the appointed consultants).

Sarah Chaudhry Head of Property

Date: 28/9/16

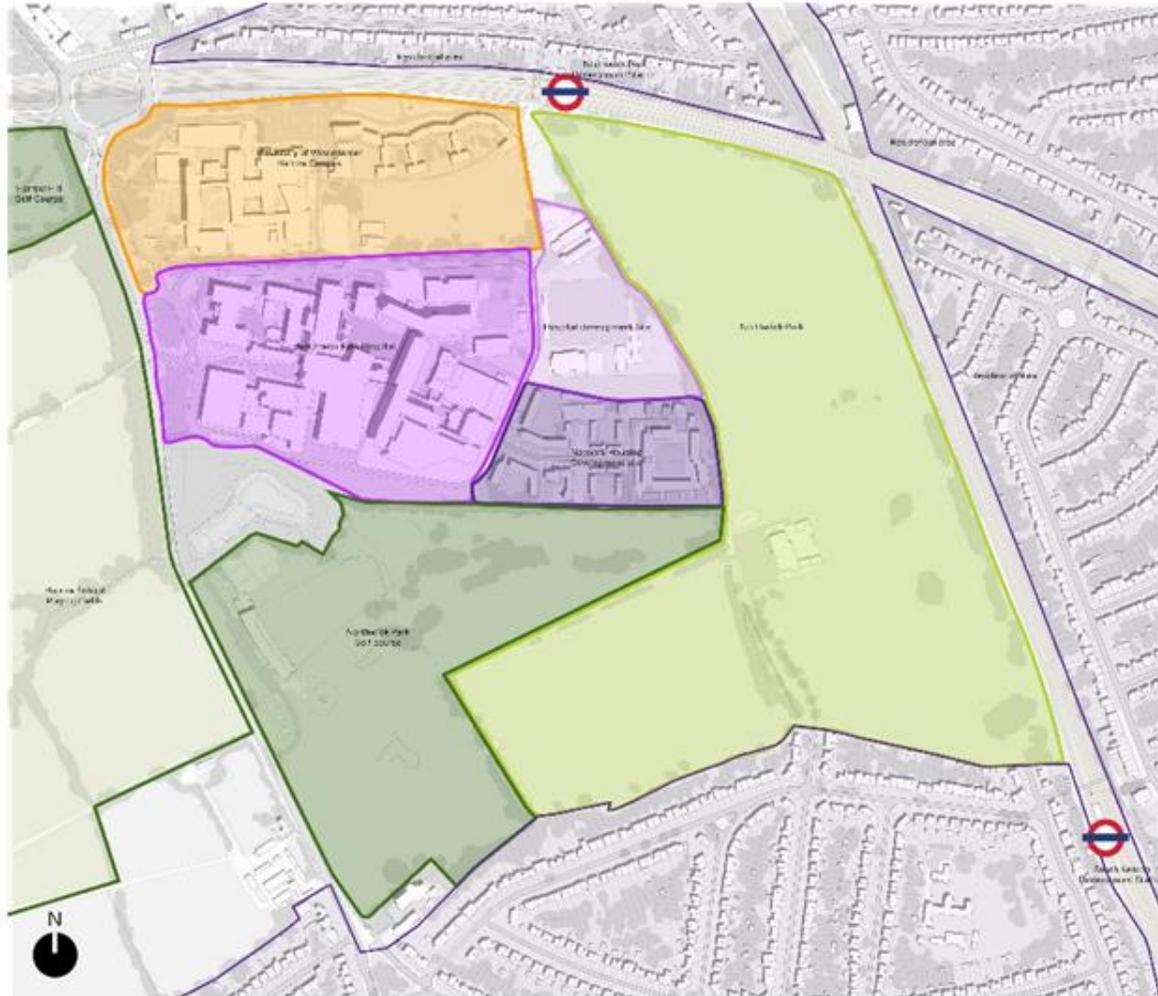
Appendix 1: Northwick Park Hospital
Location plan



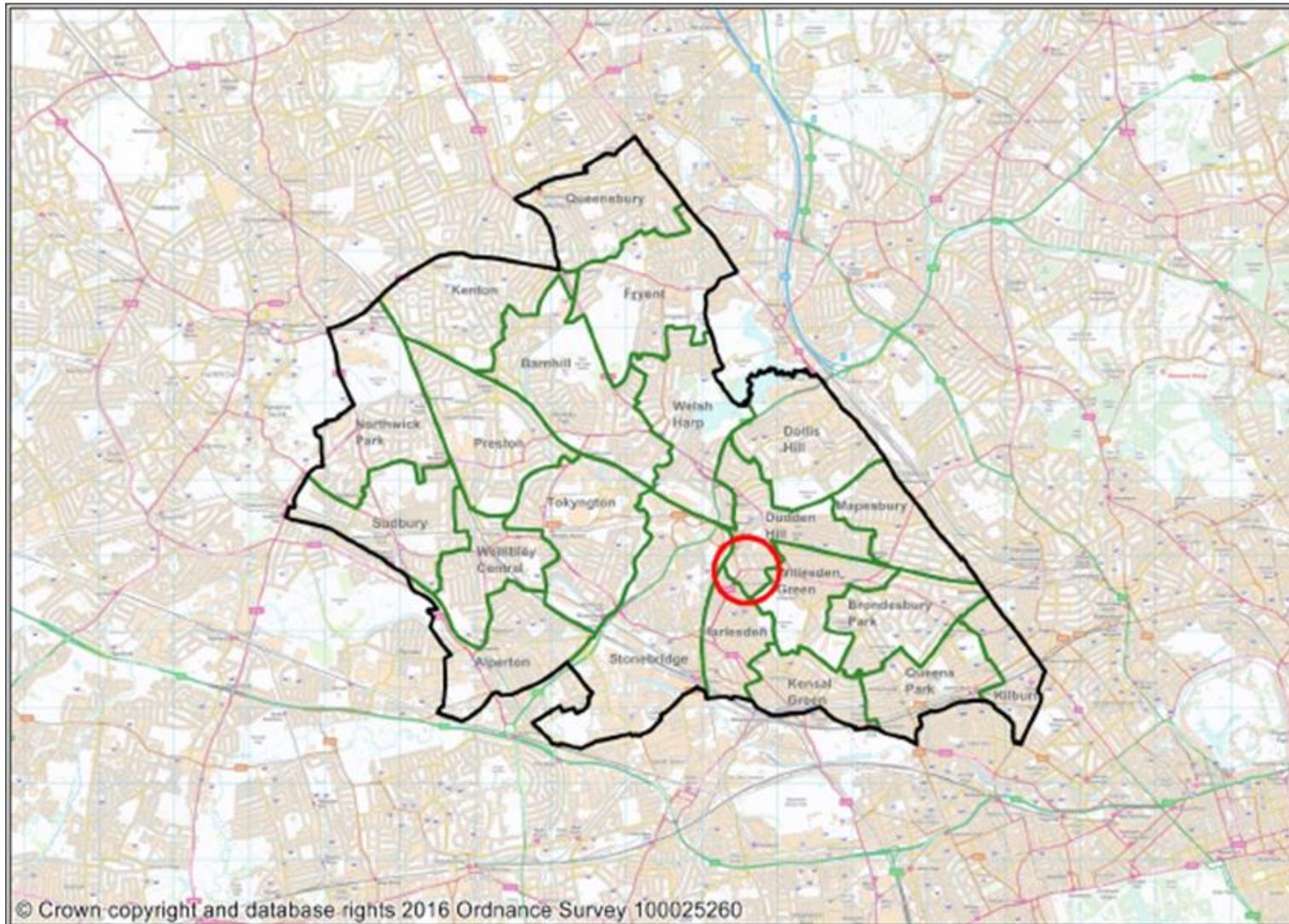
Local Context

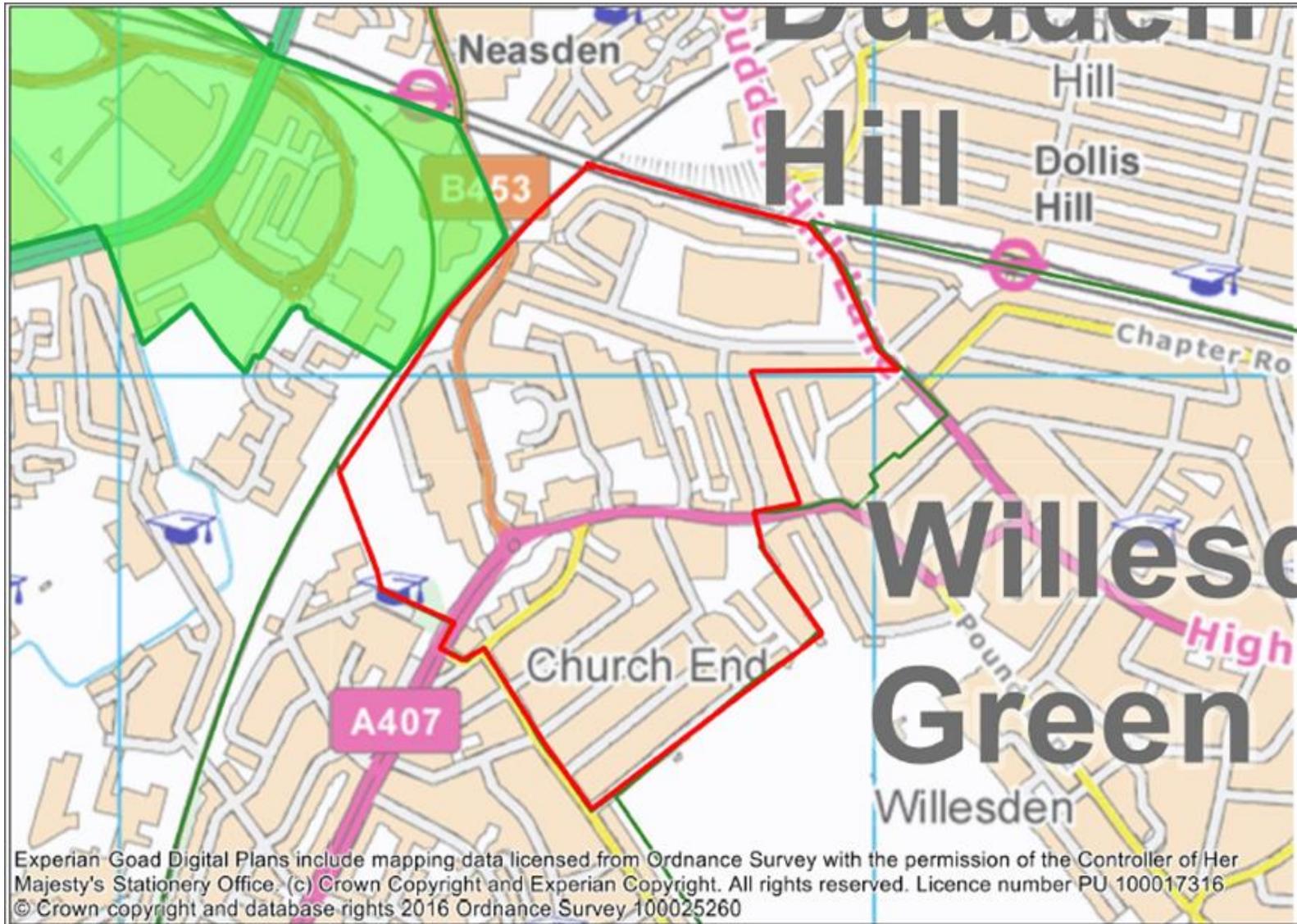
KEY

-  University of Westminster
-  Northwick Park Hospital
-  Hospital Development Site
-  Network Housing Development Site
-  Golf Course
-  Northwick Park
-  Residential Area

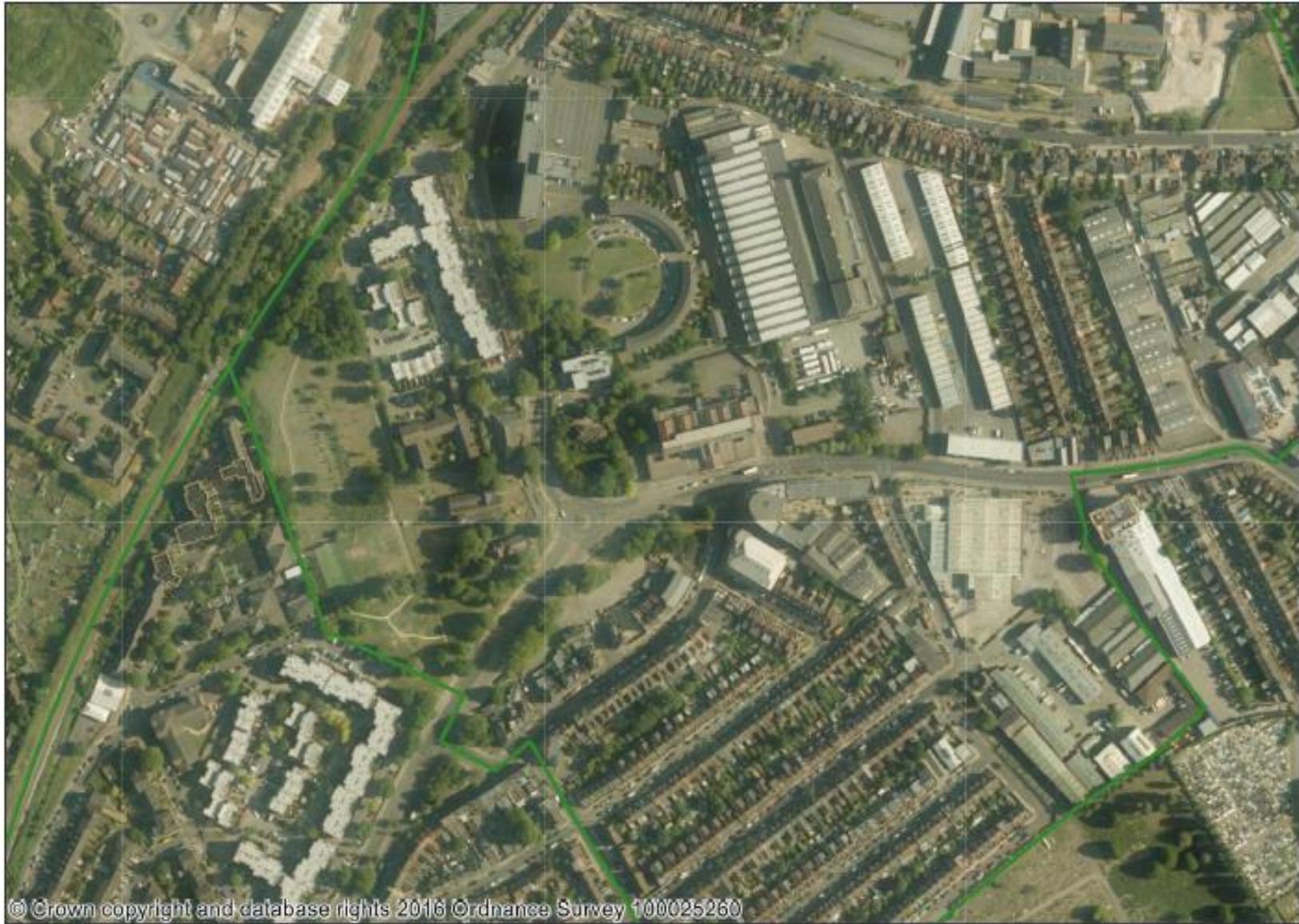




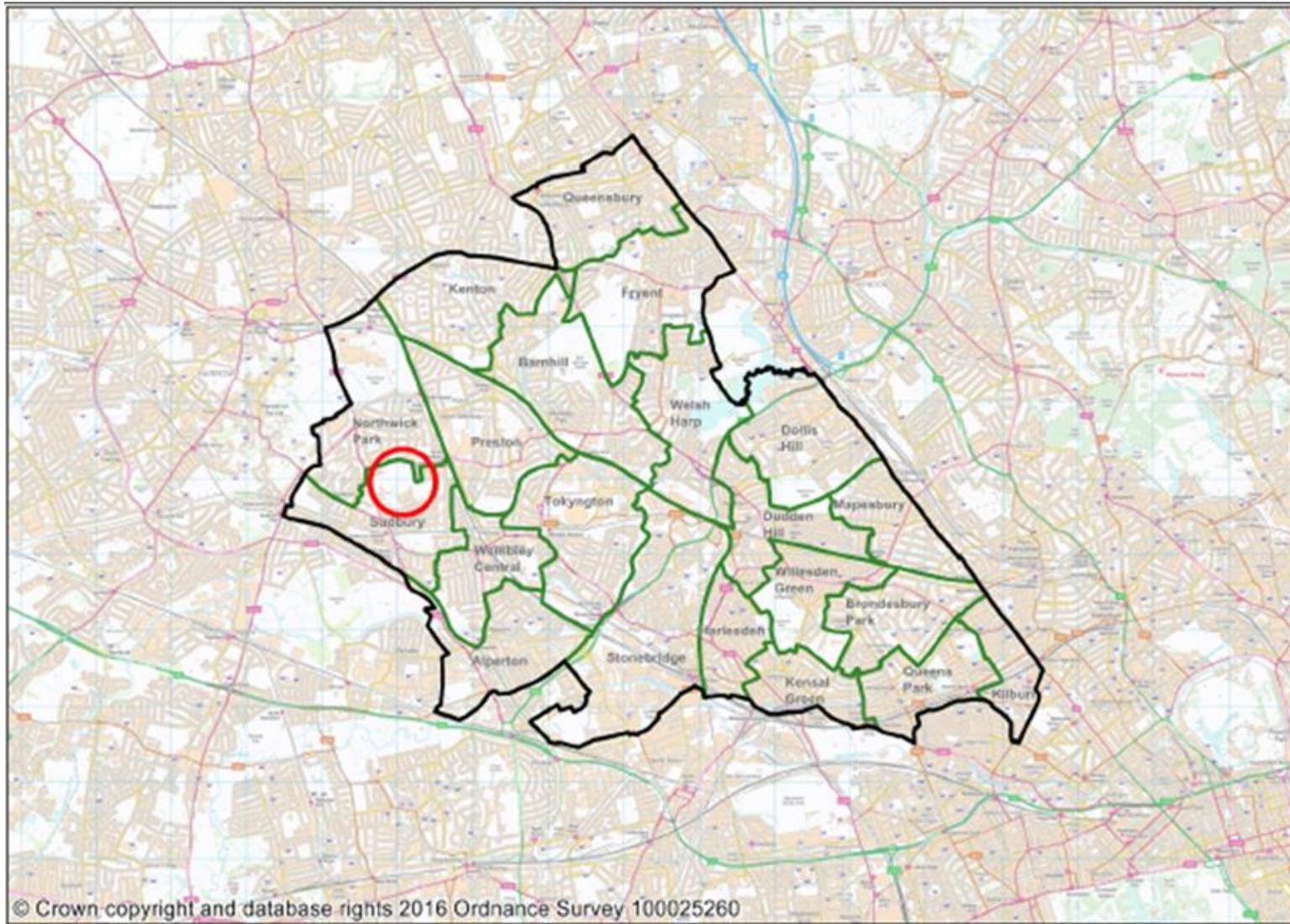


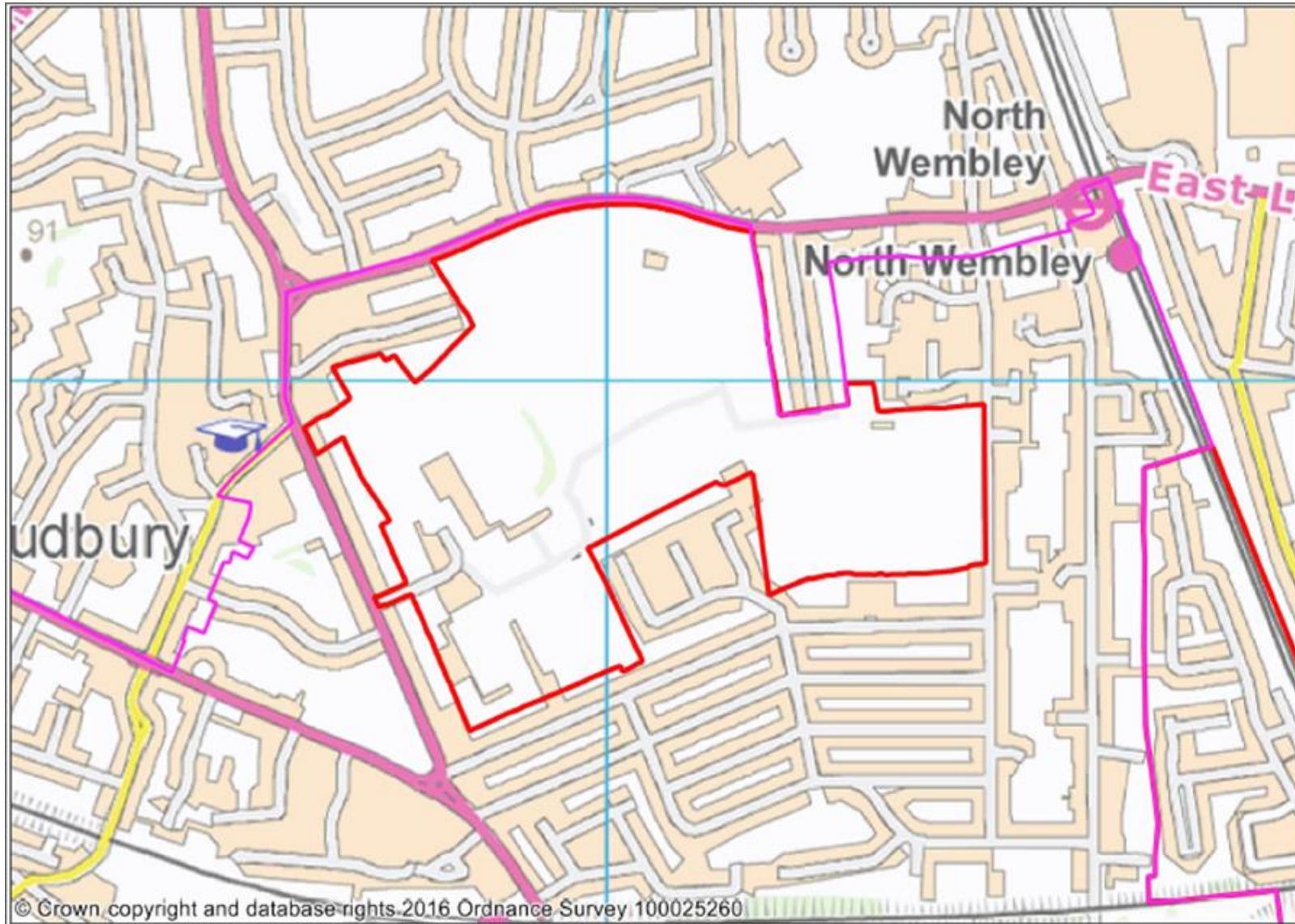


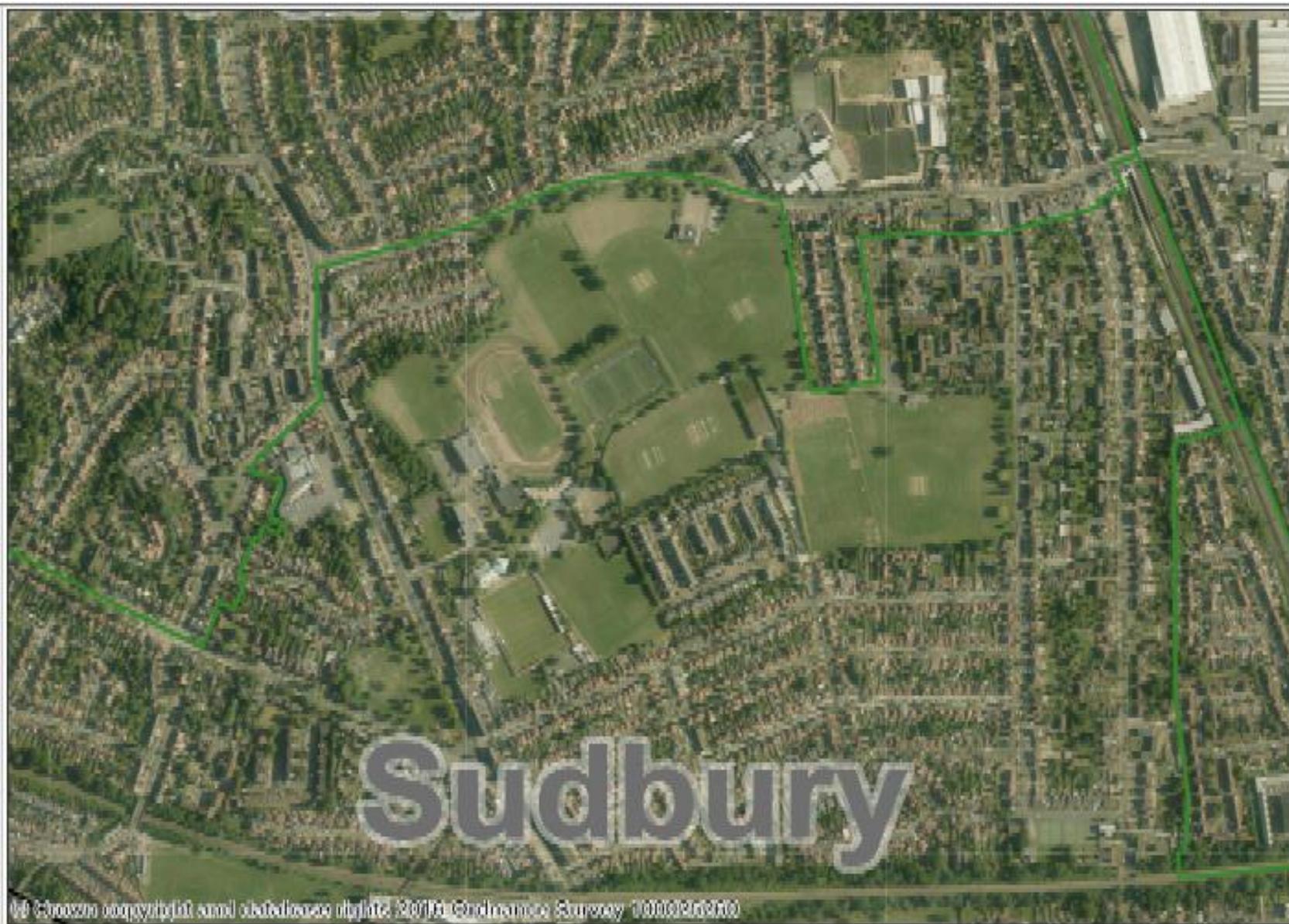




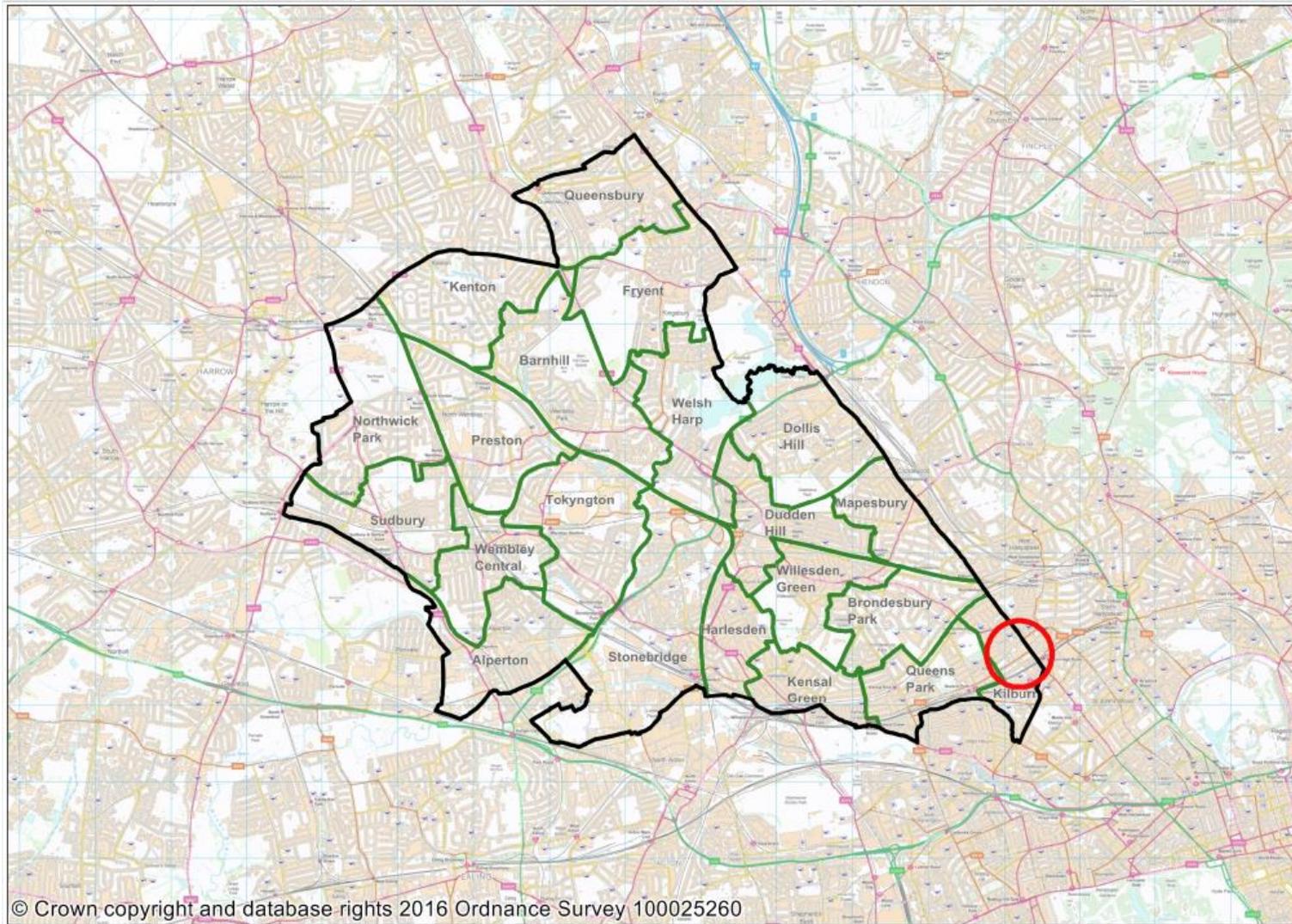




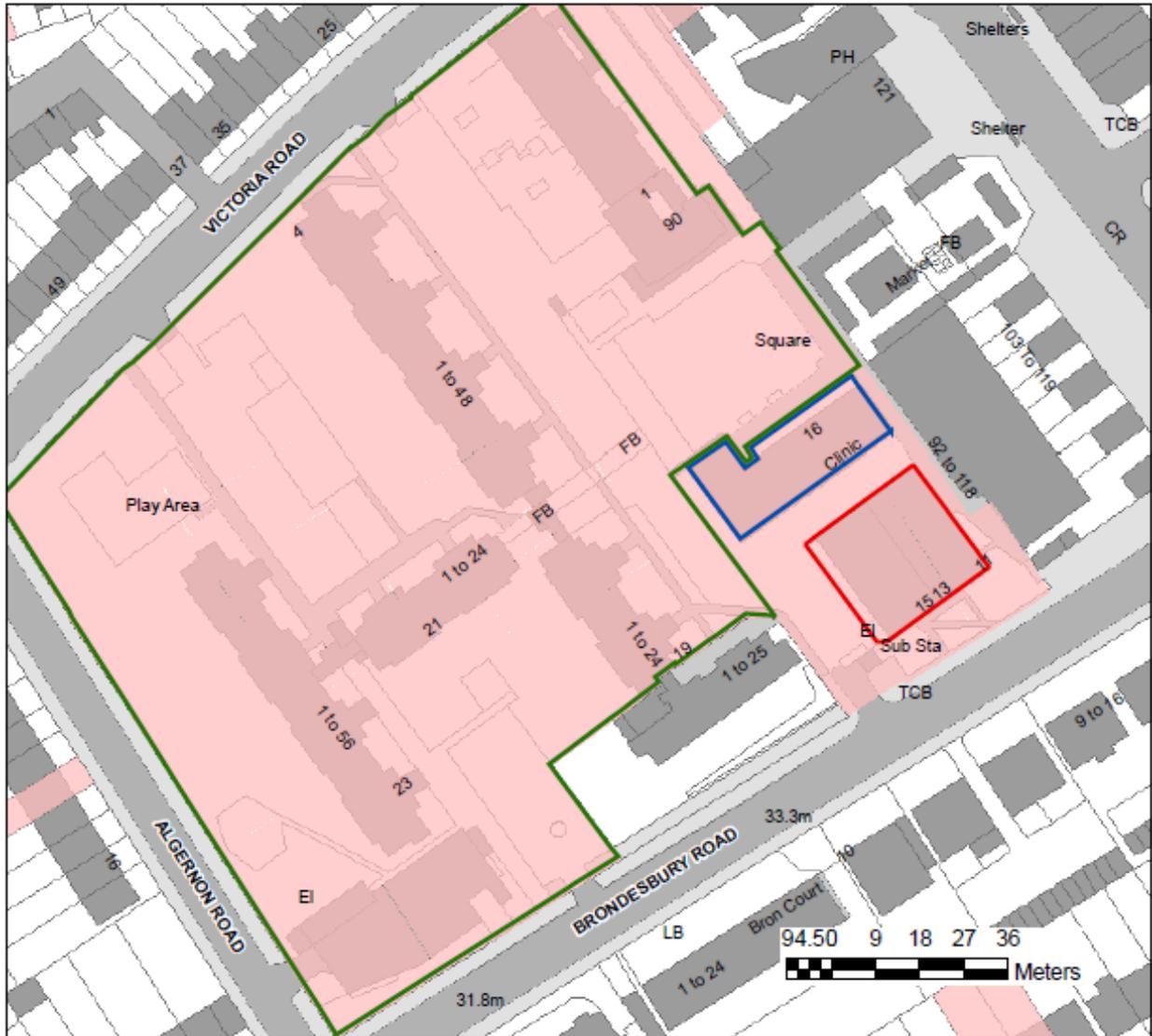




Appendix 5: Brondesbury Road (including the Kilburn Square Clinic) & adjoining public sector land holdings.







- 11 - 15 BRONDESBUARY ROAD
- KILBURN SQUARE, CLINIC
- KILBURN SQUARE CO-OP (APPROX EXTENT)
- BRENT FREEHOLD OWNERSHIP


Brent
1:1,250

Plan to stated scale if printed at A4.

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NORTH
