



**Community and Wellbeing Scrutiny
Committee**
23 November 2016

**Report from Brent Clinical
Commissioning Group and NHS
Property Services**

For information

Wards affected: ALL

NHS Estate in Brent

1.0 Summary

- 1.1 This paper provides an overview of the NHS community estate in Brent and the strategic estates plans for the future development of the estate. These plans are being developed in partnership with Brent Council and other key stakeholders and are an enabler to the delivery of the Strategic Transformation Plan (STP) and North West London Shaping a Healthier Future programme.

2.0 Recommendations

- 2.1 The committee is asked to note the content of the report.

3.0 Background

- 3.1 In April 2013 the former Primary Care Trust estate in Brent transferred to one of three organisations; NHS Property Services, London North West Hospitals Trust or Community Health Partnerships.
- 3.2 Brent Clinical Commissioning Group (CCG) has responsibility for commissioning services from these buildings, along with NHS England which commissions primary care (GP) services.
- 3.3 The rent and running costs for these buildings is recovered from the service providers that use the sites. Premises costs are usually built into the cost of the service and funded by the CCG or NHS England. Where there is void or vacant space in NHS Property Services buildings, under Department of Health guidance, the CCG and NHS England have to pay for the cost of the space until it is reoccupied.

4.0 Overview of the NHS Community Estate in Brent

4.1 The table below summarises the current ownership arrangements for the community estate in Brent and the 2015/16 annual running costs.

Owner	Site	Annual Cost 2015/16
NHS Property Services	Wembley Centre for Health and Care	£1,994,944
	Willesden Centre for Health and Care	£5,617,426
	Hillside Primary Care Centre	£1,003,880
	Chalkhill Primary Care Centre	£1,012,605
	Stag Lane Clinic	£80,821
London North West Hospitals Trust	Kilburn Square Clinic	£190,000
Community Health Partnerships (LIFT)	Monks Park Primary Care Centre	£700,000
	Sudbury Primary Care Centre	£1,230,000

Of the sites above the space that is currently void/vacant is detailed in the table below.

Owner	Site	Percentage of Void Space
NHS Property Services	Wembley Centre for Health and Care	5%
	Willesden Centre for Health and Care	19%
	Hillside Primary Care Centre	0%
	Chalkhill Primary Care Centre	9%
	Stag Lane Clinic	0%
London North West Hospitals Trust	Kilburn Square Clinic	0%
Community Health Partnerships (LIFT)	Monks Park Primary Care Centre	16%
	Sudbury Primary Care Centre	5%

Brent CCG is proactively working with the property companies to reduce the amount of void space within each site. This is being achieved by introducing new services into the buildings to support commissioning developments aligned to strategic priorities.

The two sites presenting the greatest challenge are Willesden Centre for Health and Care and Monks Park Primary Care Centre. The CCG has identified a small number of services to occupy space at the Willesden Centre which will

reduce the void to 12% by the end of financial year 2017/18. The CCG will address the remaining void issue as part of the business case it will be producing to create an out of hospital Hub at the site.

Addressing the void at Monks Park Primary Care Centre is more of a challenge and the CCG is exploring with Community Health Partnerships and Brent Council whether there are any non-CCG service requirements in the area.

4.2 NHS Property Services Approach to Managing the Healthcare Estate

Managing the Healthcare Estate

NHS Property Services brings together a team of experienced estates, buildings and facilities professionals to effectively and efficiently run, manage, and develop property services for the NHS.

Its aim is to deliver outstanding quality across its estate in partnership with NHS organisations, providing a safe and secure estate and generating cost efficiencies that will benefit its tenants, patients and the wider health economy.

It is also striving to maximise utilisation across its properties, enable more efficient use of space; and focus on providing strategic advice and support to occupiers and customers.

Improving customer delivery and focus is a key priority for NHS Property Services. It has identified a set of eight key customer priorities, based upon consultation with both customers and employees:

1. Accuracy - Detailed and accurate billing/data
2. Collaboration - Working together to find solutions, not being driven by inappropriate process
3. Strategic expertise - A new priority for customers
4. Service delivery - Delivering the agreed service on time and to specification
5. Responsiveness - Responding effectively and in a timely way to customers' issues
6. Service clarity - A clear understanding of what is and isn't included in a service and the service portfolio generally
7. Ease of contact - Knowing who to contact in NHS Property Services and that person being accessible
8. Value - The services being commercially competitive in terms of value for money

Based on these priorities, it has developed a customer strategy that will allow it to deliver a proactive, tailored approach to customer service while operating the estate in a strategic efficient way that returns revenue to the NHS for reinvestment in services.

Managing the relationship with the CCG

Delivering a better service to its customers is a key NHS Property Services priority; and developing more effective engagement and relationships with the CCG is at the heart of its customer strategy.

NHS Property Services deliver professional property solutions and services to its customers, based on:

- Strategic advice on estate and infrastructure;
- Managing new developments, refurbishments and improvements;
- Running facilities management services;
- Disposing of surplus properties; and
- Maximising use of space, and ensure efficient and cost-effective use of the portfolio.

To deliver these services NHS Property Services conducts the relationship with its CCG customers across London through both account management and strategic estates planning support.

NHS Property services introduced an account management model in October 2015, for its top 125 customers. All London CCGs, including Brent, have a dedicated account manager to:

- Be the main point of contact and to ensure that operational requirements are being met or escalated as required;
- Represent all business areas to help customers understand where it can add value; and
- Introduce colleagues from relevant business areas to meetings as appropriate depending customer needs

NHS Property Services also provides dedicated Strategy Managers representing all CCGs and STP areas across London who have:

- Supported the production of Local Estates Strategies and Strategic Estates Plans (over 100 across the country);
- Managed a number of customer requirements through strategic planning, options assessment and into delivery phase; and
- Provided estates information and support to the Sustainability and Transformation Plans.

NHS Property Services has embarked on a transformation of the company and knows it need to get better at understanding its customer needs, being more responsive and in speeding up our systems and processes.

4.3 Plans for developing the NHS estate in Brent

The CCG strategic estates plans have been developed in the context of the North West London Shaping a Healthier Future programme (<http://brentccg.nhs.uk/about-us/our-plans/shaping-a-healthier-future>) and support the delivery of the CCGs out of hospital strategy and Strategic Transformation Plan priorities.

In order to deliver this the CCG aims to:

- *Provide more care closer to home so people can get easier and earlier access to care*
- *Delivering a major shift in care from within a hospital setting to an out-of-hospital setting*
- *The need to invest in both services and infrastructure, covering new Hub locations and the GP estate*

Implementation of this strategy is dependent on a number of estate solutions:

Local hospitals need to offer a range of out of hospital services to their locality, including outpatient appointments, associated diagnostics and urgent care

Hubs/health centres will provide a setting for a further range of services across all CCGs, including outpatient appointments, diagnostics, social care and therapies

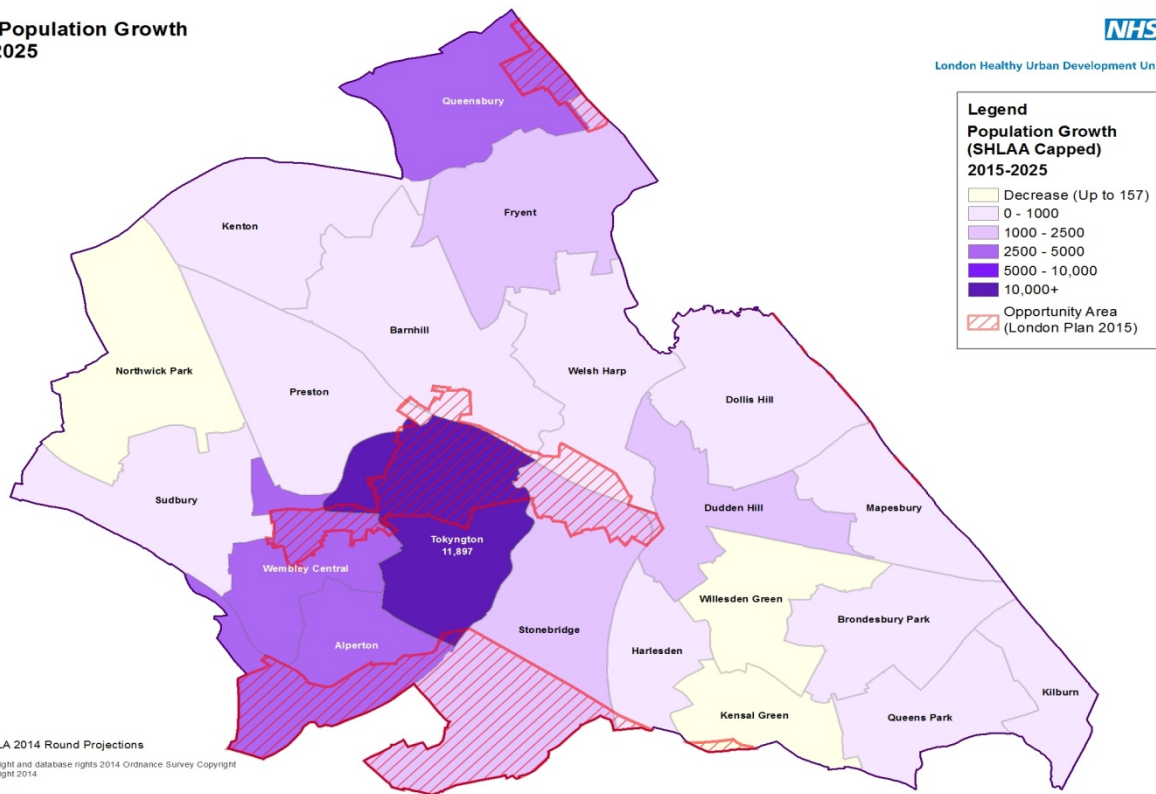
Networks of care, formed of GP practices, will offer opportunities for joint working between GPs and enhance the capacity of primary care to deliver of out hospital services

4.4 Estates Plans and Site Selection

The CCG estates strategy identifies three site locations to be developed to support the local hospital and hub strategy. In order to maximise the use of the existing estate the CCG estates plans focus on creating out of hospital Hubs at Wembley Centre for Health and Care, Willesden Centre for Health and Care and Central Middlesex Hospital.

The three Hub locations were identified following an assessment of the main areas of deprivation and service demand across the borough. The CCG also took into account the forecast population growth.

The map below shows the forecast population growth in Brent to 2025.



This indicates the greatest population growth density to be forecast in the south west of the borough, suggesting the greatest health care demand in the areas are around the intended Hub locations at Wembley Centre for Health and Care and Central Middlesex Hospital

Wembley is the area with the second biggest capacity for new homes within North West London (11,500 new homes).

The Park Royal development on the border with Ealing has the potential for 1,500 new homes and new development proposals in Alperton will impact on south Brent and north Ealing, creating an increased need for primary care provision around Central Middlesex Hospital.

The majority of out of hospital services will be delivered from the Central Middlesex Hospital site which will become a Hub+. The Hub+ will offer specialist services commissioned for the whole borough alongside standard Hub services such as primary care, community services, one stop assessments and treatments and access to more complex diagnostics for the local population.

The Hubs at Wembley Centre for Health and Care and Willesden Centre for Health and Care will offer the standard Hub services for the local population.

The CCG is working with London North West Hospital Trust to develop a business case for the future configuration of Central Middlesex Hospital which will include the provision of a GP practice. The business case is due to be completed in summer 2017 and will then be submitted to NHS England for approval. It is anticipated that the GP practice (subject to commercial arrangements being in place) will be in occupation late 2017.

The business cases for Willesden Centre for Health and Care and Wembley Centre for Health and Care will follow after Central Middlesex Hospital. The aim is to maximise utilisation of both sites to deliver local services to the population in the area.

4.5 One Public Estate

The One Public Estate (OPE) initiative is being delivered in partnership by the Cabinet Office Government Property Unit and the Local Government Association. The initiative provides practical and technical support and funding to Councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

Brent Council, in partnership with the CCG, has made an application for funding towards the co-ordination of a data capture exercise and to undertake the public sector and health review. In working together to deliver a common local public sector estates vision, Brent Council officers working with the CCG have developed a project brief to be used for the purposes of commissioning a professional property consultant if the application is successful.

The projects identified are:

1. **Northwick Park Hospital** Brent in partnership with the London North West Hospitals 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.
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.
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.
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.

A further bid will be brought forward for:

Brondesbury Road (including the Kilburn Square Clinic). These premises comprise 11-15 Brondesbury Road; which provides a home for community mental health 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.

4.6 Engagement

The CCG will build on the plans already in place to increase patient, user and carer engagement, which is essential for success as it makes the changes outlined in this paper. The CCG will do this in conjunction with the Council where this is appropriate.

The table below sets out the specific commitments the CCG is making to patients, users and carers in Brent about how they will be involved.

Our commitment	How we'll deliver
You'll be involved	<ul style="list-style-type: none"> ▪ Ensure patient representation on key committees and decision making bodies, including CCG Board ▪ Work with LINK and other partners to ensure as broad a range of service users as possible are consulted
You'll be informed	<ul style="list-style-type: none"> ▪ Be pro-active in explaining services changes and the reasons for decisions to the public through regular communication ▪ Use clear concise language in all communication to ensure it is meaningful ▪ Work with partners, such as the Council to ensure consistent use of language
Your feedback will shape services	<ul style="list-style-type: none"> ▪ Use nationally and locally collected patient experience data to inform decision making ▪ Commission services which provide evidence of listening to service users' views ▪ Run patient events to get more detailed input on existing services and future plans
We'll respond to your concerns	<ul style="list-style-type: none"> ▪ Explain how patient input has influenced decisions ▪ Commission services to demonstrate that they have reacted to service users' views

5.0 **Financial Implications**

5.1 All future investment in the NHS estate in Brent will be subject to an affordability and value for money assessment as part of a business case process.

The CCG will continue to work with the property owners to reduce the running cost of the estate by maximising utilisation and reducing voids.

6.0 **Legal Implications**

Legal implications will be established as part of the business case development process.

7.0 Diversity Implications

In addition to the engagement already taking place through the CCG's various engagement activities, eg. Health Partners Forums and STP engagement events, the CCG will build on Borough-wide equality, diversity and engagement approaches.

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