

Item No. 11.	Classification: Open	Date: 21 November 2018	Meeting Name: Health and Wellbeing Board
Report title:		Building healthy communities (A): strategic estates planning	
Ward(s) or groups affected:		All	
From:		Ross Graves, Managing Director Southwark CCG Kevin Fenton, Strategic Director – Place and Wellbeing	

RECOMMENDATIONS

1. To note the draft NHS Southwark CCG estates strategy, including the development of community health hubs and support hubs.
2. To note the joint work between the CCG and the council on further developing the health hubs to address the wider wellbeing and social regeneration agenda.
3. To note progress to date and decisions on specific sites: Elephant and Castle, Canada Water, Aylesbury and Old Kent Road.
4. To agree a further meeting to discuss in more detail the content and shared implications to implement this strategy.

BACKGROUND INFORMATION

5. NHS Southwark CCG has recently refreshed their community estates strategy. This was originally developed through a series of multi-agency workshops including representation from the CCG, all provider trusts, the NHS property companies, local general practice and Southwark Council.
6. This work:
 - Developed a set of principles for the estate of the future and where we should be investing
 - Looked at what the existing capacity was, and where
 - Looked at future demand – generated by both the increasing population and the expectation that more services will be provided in a community/primary care setting
 - Pooled local knowledge on a locality by locality basis and
 - Proposed a future configuration of community health hubs and community health support hubs.
7. The refreshed draft NHS estate strategy is attached at Appendix 1.

KEY ISSUES FOR CONSIDERATION

Community Health Hubs and Support Hubs

8. The strategy sets out an ambitious partnership approach that is:
 - fit for the future delivery of transformed services,
 - able to accommodate a projected increase of 83,000 people over the next 15-20 years, and
 - supports the wider health and wellbeing of the population and the integration of public and voluntary sector services.
9. This is consistent with the approach across SE London which is to focus a wider range of services in community health hubs and support hubs which will provide care closer to people's homes and support a reduction in the demand on acute services. This grew out of the proposals for a place-based approach focusing on local neighbourhood populations and the development of Local Care Networks.
10. In Southwark, the focus is on the areas where population increase is expected to be greatest. This resulted in the following proposed locations. Appendix 2 shows these on a map.

Community Health Hubs:

- Elephant and Castle (new),
- Old Kent Road (new)
- Dulwich

Community Health Support Hubs:

- Surrey Docks (existing)
- Canada Water (new)
- Aylesbury (new)
- Lister Health Centre (existing – possible extension)

11. The range of services might vary slightly depending on the location, as the people in different parts of Southwark will have different needs, but there will be core focus on primary care, and services supporting people to be at home rather than in hospital. The fundamental model has been developed building on the engagement and consultation work undertaken as the CCG developed the plans for the new health centre in Dulwich. The service model for Dulwich is included at Appendix 3.

Developing the links with wellbeing and social regeneration

12. The refresh of the strategy this year offered the opportunity to consider how the concept of the health hubs and support hubs might be further developed to address wider wellbeing and social regeneration issues. Appendix 4 sets out the current thinking about how this might look.

Specific projects

13. The community health hub in Dulwich is under construction, but plans for the other hubs and support hubs are still in the planning stage.

14. The Elephant and Castle has been identified as the location for one of the two community health hubs in the north of the borough. It would allow the reprovision of existing poor-quality GP premises, accommodate a significant increase in population and allow the delivery of integrated community health services.
15. The Council regeneration team is leading work on a possible partnership joint venture between the council, the CCG and London South Bank University (LSBU) to create a world class 4000sqm health hub for on the Perry Library/ Keyworth site.
16. The health hub will be located on the lower floors with significant ground floor access. It would accommodate general practice and a range of other health and wellbeing services supporting the delivery of the social regeneration vision including shared synergistic community and voluntary sector space.
17. At Canada Water the CCG is working closely with the council and British Land on identifying a suitable location for a community health support hub. This would accommodate services both to the existing population and a significant proportion of the expansion following developments by British Land, Sellar Construction and King's College. The support hub will offer both GP and community health services from a single building and would accommodate a range of wider services offered by the local care network.
18. At the Aylesbury, a community health support hub will be part of the Plot 18 development. Delivery will be Aylesbury development partner Notting Hill Genesis. It will also accommodate significant additional population in that area – including the Aylesbury estate, the regeneration around Mandela Way, and the south end of the Heygate estate.
19. The support hub will offer both GP and community health services from a single building with a base for the community health staff working in the Borough and Walworth area. It would accommodate a range of wider services offered by the local care network.
20. The site will capture the interflow between other primary care (pharmacy) the library, early years / nursery and will be located in a designated shopping area. The indicative key dates are:
 - Currently on-going: site preparation
 - Mid 2019: construction start
 - Mid 2021: completion of South Building (Health Centre and Early Years)
 - End 2021: completion of North Block (Library, Retail and Residential) and Public Square
21. The south-east end of the Old Kent Road area has been identified as the location for the third community health hub and is in an area with the highest expected additional population. The numbers assume that the Bakerloo Line extension is progressed however even without the extension there will still be demand well over that which can be accommodated locally.
22. The CCG is working with the council, and the master-planning work has identified two possible sites. These have both been confirmed as possible through some high-level feasibility work.

Community impact statement

23. The NHS estates strategy will deliver together with partners improved and wider range of health and related care provision to better meet the needs of a local and growing population. The joint work between the council and the CCG looking at broadening the vision for the hubs and support hubs will support the realization of the social regeneration ambition.

Resource/financial implications

24. There are number of mechanisms for procuring health facilities, including LIFT, use of public sector capital and third party revenue options. The CCG will wish to work with the council to see how S106 and CIL resources might support these developments and provide high quality health and wellbeing facilities.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark CCG NHS Estates Strategy	Southwark CCG	Rebecca Scott rebecca.scott4@nhs.net

APPENDICES

No.	Title
Appendix 1	NHS Southwark CCG Estates Strategy
Appendix 2	Map of proposed community hubs and community support hubs
Appendix 3	Service model for Dulwich
Appendix 4	Wider services at community health & wellbeing hubs

AUDIT TRAIL

Lead Officer	Ross Graves, Managing Director, NHS Southwark CCG Kevin Fenton, Strategic Director, Place & Wellbeing		
Report Author	Rebecca Scott, Programme Director		
Version	Final		
Dated	7 November 2018		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Stephen Platts, Director of Regeneration		Yes	-
Jin Lim, Consultant in Public Health		Yes	-
Date final report sent to Constitutional Team			8 November 2018