

Adults, Health & Public Protection Policy & Scrutiny Committee

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Title:	THE NHS ESTATE IN WESTMINSTER
Report of:	Policy & Scrutiny Manager
Cabinet Member Portfolio	n/a
Wards Involved:	All
Policy Context:	City for All: Choice
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1. Executive Summary

- 1.1 The NHS estate in Westminster is vitally important to both the patients and the public who use services in the City, whether as residents, workers or visitors. No more so is this true of the GP estate which is critical when services are reconfigured under '*Shaping a Healthier Future*', which looks to move patients from entry into acute towards primary care services in North West London. As such it is critical that, where possible, health and social care facilities are safeguarded where they are most needed. Given the high value of property in Westminster, it is essential that there is a clear strategy in place relating to our healthcare estates which both reflects the needs of our local population and the wider needs of the NHS.
- 1.2 Given some strong concerns raised by the Committee in 2014 and 2015, mostly around pressures facing our GP practices, it was requested that NHS England, NHS Property Services and our local CCGs attend a meeting of the Committee to discuss the approach to the wider healthcare estate in Westminster, given the number of challenges the City has faced.

2. Key Matters for the Committee's Consideration

- What should NHS England, NHS Property Services, the CCGs and the local authority be doing to ensure that the healthcare estates in Westminster are safeguarded for the future?
- What should NHS Property Services' strategy be in North West London?
- How should NHS England, NHS Property Services, the CCGs and the local authority involve patients and the public on these issues?

3. Background – who are the key stakeholders?

What is the role of NHS Property Services?

- 3.1 NHS Property Services is a limited company owned by the Department of Health (DoH) in the United Kingdom that took over the ownership of around 3,600 National Health Service (NHS) facilities in April 2013, about 25% of which are GP practice sites.
- 3.2 Following the Health and Social Care Act 2012, Strategic Health Authorities (SHAs) and Primary Care Trusts (PCTs) in England were abolished and replaced with GP led commissioning consortia in April 2013. All properties owned by the SHAs and PCTs not passed to the commissioning groups were transferred to NHS Property Services. The company now manages, maintains and develops the properties on behalf of the DoH. In 2015, NHS Property Services now manages, maintains and improves over 4,000 properties, working in partnership with NHS organisations to 'create safe, efficient, sustainable and modern healthcare and working environments'.
- 3.3 Westminster City Council have recently been in discussions with representatives from the Department of Health and NHS Property Services to secure the transfer terms of the three sites at 291 Harrow Road, 1-2 Elmfield Way and N3 to Westminster. Planning permission has already been granted for a scheme that will deliver 27 learning disability and 64 affordable homes, together with a new games area.
- 3.4 NHS Property Services provide two main types of services to their NHS customers:
 - **Strategic estate and asset management** – strategic planning of the estate, acting as a landlord, modernising facilities, buying new facilities and selling facilities that NHS commissioners decide they no longer need

- **Dedicated provider of support and facilities services**, such as health and safety, maintenance, electrical, cleaning and catering

3.5 **Strategic Estate and Asset Management**

- 3.6 One key part of the company's role is the efficient management and disposal of properties which are no longer required by the NHS for the delivery of services, ensuring that best value is achieved from any disposal, for reinvestment in the NHS.
- 3.7 The decision as to whether one of their properties is surplus to NHS operational requirements resides with the commissioners, i.e. NHS England or a clinical commissioning group (CCG). A property will only be released for disposal by NHS Property Services once commissioners have confirmed that it is no longer required for the delivery of NHS services.
- 3.8 NHS Property Services ensures that market value is achieved in the sale of assets through an arm's length, open market process. Any property to be disposed of is first listed on the Electronic Property Information Mapping Service (ePIMS) website, which allows other public sector bodies to purchase it. Properties are listed on this website for forty working days and if no other public sector organisation expresses an interest then they will be marketed locally.

3.9 **Disposals programme**

- 3.10 Between 1 April 2013 and 1 June 2015, NHS Property Services completed the sale of 179 surplus properties, generating around £93.6 million of receipts, and over £9.3 million in savings in running costs. NHS Property Services report that all sales have been at or above market value. Receipts from any disposals, and any savings, are reinvested in the NHS. It is reported that NHS Property Services' capital investment programme is aligned with CCGs' and NHS England's local commissioning plans. A list of NHS Property Services estates in Westminster are listed in **Appendix A**.

What is the role of NHS England?

- 3.11 NHS England commissions many of the primary care services previously commissioned by PCTs. It is responsible for primary care contracts and has a duty to commission primary care services in ways that improve quality, reduce inequalities, promote patient involvement and promote more integrated care. Clinical Commissioning Groups (CCGs) have a huge part to play in driving up the quality of primary medical care but do not performance manage primary-care contracts.

3.12 In September 2014, the Westminster Health and Wellbeing Board received a report from NHS England on primary care commissioning. During this discussion, the Health and Wellbeing Board became aware of the following issues and concerns in relation to primary care commissioning in Westminster:

- Several practices within Westminster have given notice to terminate their contracts in the last year and the cohort of individual GPs within Westminster is ageing. NHS England do not have any additional funding for new practices in Westminster;
- The availability of premises is a key issue in Westminster and will increasingly become a problem as GP's chose to retire, maintaining their property (i.e. the surgery) for their retirement;
- The commissioning framework for primary care is fragmented. NHS England currently holds the funding for the core GP contracts, while remaining services are funded by Clinical Commissioning Groups. Local authorities also commission services from GPs on an ad hoc basis.
- Only limited data is collected by NHS England relating to individual GPs and their practices which can make it difficult to understand the current provision within Westminster and prepare for issues which may arise in the future.

What is the role of the Clinical Commissioning Groups?

3.13 Alongside these issues and concerns identified by the Health and Wellbeing Board, the Board noted several opportunities which are developing locally which may make improvements to primary care in Westminster. These are:

- The introduction of **co-commissioning of primary care services between NHS England and Clinical Commissioning Groups**, which was raised at the Adults, Health & Public Protection Committee on 11th March 2015.
- The **introduction of GP networks** as part of the whole systems integration programme, which will improve the way that patients can access primary care services;
- The work underway locally to deliver **improvements to primary care through the Prime Minister's Challenge Fund** such as the introduction of seven day GP networks.

What is the role of Westminster City Council?

3.14 It is vital that the local authority looks at its own policies and procedures when addressing the questions raised in this Agenda item. For example, what are the City Council's policies relating to health and social care within the City Plan or what are the priorities of its own corporate property portfolio?

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Mark Ewbank x2636
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BACKGROUND PAPERS

Nil return

APPENDICES:

Appendix A – list of properties in Central & West London CCG area

Appendix A

Central London Clinical Commissioning Group

Edgware Road & Church Street

Address: Community Cardiac Ac, 380 Edgware Road, London, W2 2QS

Type: Offices

Status: Leasehold

Ferguson House

Address: Ferguson House, 15 Marylebone Road, Marylebone, London, NW1 5JD

Type: Offices

Status: Leasehold

Garside House

Address: Garside House, 131 Regency Street, Westminster, London, SW1 4AH

Type: Nursing/care home

Status: Freehold

Great Chapel Street Medical Centre

Address: Great Chapel Street Medical Centre, 13 Great Chapel Street, London, W1F 8FL

Type: Health centre/GP surgery/Clinic

Status: Leasehold

Lanark Road Medical Centre

Address: Lanark Road Medical Centre, 165 Lanark Rd, London, W9 1NZ

Type: Health centre/GP surgery/Clinic

Status: Leasehold

Lisson Grove

Address: Lisson Grove, 215 Lisson Grove, Westminster, London, NW8 8LW

Type: Offices

Status: Leasehold

Maida Vale Medical Centre

Address: The Westminster Diabetes Centre, 4B Maida Vale, London, W9 1SP

Type: Health centre/GP surgery/Clinic

Status: Leasehold

Newton Road Clinic

Address: Newton Road Clinic, 14-18 Newton Road, London, W2 5LT

Type: Health centre/GP surgery/Clinic

Status: Leasehold

Portland House (16th, 18th, 19th Floor)

Address: Portland House (16th Floor), Bressenden Place, Victoria, London, SW1E 5RS

Type: Offices

Status: Leasehold

Soho Hospital

Address: Soho Hospital, 1 Frith Street, London, W1D 3HZ

Type: Health centre/GP surgery/Clinic

Status: Freehold

South Westminster Centre for Health (St Georges House)

Address: South Westminster Centre for Health (St Georges House), 82 Vincent Square, Westminster, London, SW1P 2PF

Type: Health centre/GP surgery/Clinic

Status: Leasehold

Southside (Mezzanine, 2nd, 4th, 9th Floor)

Address: Southside, 105 Victoria Street, Victoria, London, SW1E 6QT

Type: Offices

Status: Leasehold

Upper Montagu Street Clinic

Address: Upper Montagu Street Clinic, 64 Upper Montagu Street, Westminster, London, W1H 1FP

Type: Health centre/GP surgery/Clinic

Status: Licence

West London Clinical Commissioning Group (in Westminster)**Hallfield Clinic**

Address: Hallfield Clinic, Pickering House, Hallfield Estate, London, W2 6HF

Type: Health centre/GP surgery/Clinic

Status: Leasehold

The Former Paddington Community Hospital Inc Athlone House Nursing Home

Address: Harrow Road, 291 Harrow Road, Maida Vale, London, W9 2BA

Type: Nursing/care home

Status: Freehold