

<b>HEALTH AND WELLBEING BOARD</b>			
Title	One Public Estate Update		
Contributors	Executive Director for Community Services and Executive Director for Resources & Regeneration	Item No.	3
Class	Part 1	Date	2 November 2017

## **1. Purpose**

- 1.1 This report provides members of the Health and Wellbeing Board with a progress update on Lewisham and partners' One Public Estate initiative (OPE).

## **2. Recommendations**

- 2.1 The report outlines work undertaken in relation to Lewisham's OPE programme. Members of the Board are recommended to note progress and proposed future funding applications.

## **3. Strategic Context**

- 3.1 The Care Act places a legal duty on local authorities and organisations in the NHS to work collaboratively to improve health outcomes. Since 2010, Lewisham Council and the Clinical Commissioning Group have been working with our provider partners to develop integrated services for the population of Lewisham to improve health and care outcomes and reduce inequalities. The CCG has developed a Local Estates Strategy which was approved by the Governing Body in September 2016.
- 3.2 Lewisham Health and Care Partners recognise that Lewisham's health and care system needs to change. The current system is not sustainable and we are not achieving the health and care outcomes we should. There are significant health inequalities in Lewisham; too many people live with ill health, high quality care is not consistently available and demand for care is increasing, both in numbers and complexity.
- 3.3 Lewisham is developing an integrated whole system model which fully integrates physical and mental health and social care delivered to the whole population. Health and care partners are focused on the redesign and reshaping of services to transform the way in which residents are encouraged and enabled to maintain and improve their own health and wellbeing, transforming the way in which local health and care services are delivered within the borough, and transforming the way in which people access and are connected to the assets that are available within their own communities and neighbourhoods. The key strands of activity are focussed on prevention and early intervention, community based care delivered through Neighbourhood Care Networks and enhanced care and support. The devolution pilot will focus on the supporting

enablers, specifically estates and workforce development that underpin the transformation of the whole system.

- 3.4 Lewisham Council is a signatory to a cross-London agreement, involving health organisations and local councils, that aims to transform services and improve health and wellbeing outcomes in London through new ways of working together and with the public. Parties to the agreement agreed that a small but essential part of this transformation is the devolution of functions, powers and resources from government and national bodies where that can assist, enable or accelerate improvements.
- 3.5 Lewisham is one of five devolution pilots being developed in London that aim to test the impact of devolving resources, decision-making and powers on accelerating transformation locally.
- 3.6 OPE is a pioneering initiative delivered in partnership by the Cabinet Office Government Property Unit and the Local Government Association. It 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. The programme has four core objectives:
  - Creating economic growth
  - More integrated, customer-focused services
  - Generating efficiencies through reducing running costs and capital receipts

#### **4. OPE Update**

- 4.1 The Lewisham Partnership submitted an expression of interest in May 2016 and received £50,000 to fund the preparation of a full bid and accompanying Services and Assets Delivery Plan (SADP) for Phase 4 of the OPE Programme. Lewisham's bid was successful and the Partnership were awarded £200,000, from an initial ask of £500,000, to facilitate the progress of three main projects and fund some programme management resource.
- 4.2 The OPE submission outlined three interdependent areas of work:
  - Regeneration – activity focussed on shared use of area specific sites that can deliver new homes, employment and fit for purpose assets.
  - Collaboration – activity to enable the expansion of community based care services, new models of care at home and primary care development.
  - Strategic Estate Planning – activity to maximise the use of existing facilities and co-location of services.
- 4.3 Three projects received funding:
  - Development of a Strategic Plan for Ladywell, centring around the former Ladywell Leisure Centre site but also taking into account other key partnership land holding in the immediate area;

- Reconfiguration of the Lewisham Hospital site for the provision of a neighbourhood “hub” for N2, mental health bed/SLaM re-provision and other new service facilities
  - Reconfiguration of Downham Health and Leisure Centre to facilitate a neighbourhood “hub” for N3
- 4.4 In terms of Governance, a Lewisham Health & Care Partners Estates Steering Group was set up in 2016 and meets on a monthly progress to monitor progress on the key estates related work streams, not just limited to OPE. This reports into the Lewisham Health & Care Partners Board.

#### Ladywell Strategic Plan

- 4.5 This has not moved forward as quickly as hoped, mainly due to the complexity of the land ownership and the scale of potential development in the area and the need to do more extensive consultation before the development of any wider master-plan proposals. It is intended that work over the next six months will give more focus to the long term future of the former Leisure Centre site, part of which is currently being used for temporary housing provision in the form of Place Ladywell.

#### Lewisham Hospital Site Reconfiguration

- 4.6 Design and consultation work has started to identify the development opportunity on the hospital site. These proposals focus around land and buildings which don't form part of the acute service provision, including the existing SLaM facility, various surface level car-parking, offices and education buildings.
- 4.7 The outline proposals include potential for new service accommodation, including:
- A neighbourhood “hub” building for N2;
  - A new SLaM mental health facility;
  - Stepdown facility;
  - Care home
  - Skills Academy
- 4.8 The hospital estate provides the potential for significant, self-funded development to respond to the challenges we face and provide investment in trust facilities over the next 10 years. Long Lease residential developments will provide essential capital receipts to fund the non acute development, mentioned above.
- 4.9 In terms of next steps, Lewisham & Greenwich Trust (LGT) have begun to engage the Council's Planning Department with a view to entering into a formal pre-application process in the New Year. The Partnership will continue to engage collaboratively to work towards defining the requirements for the hub building and other elements of the potential service delivery buildings that could come forward.

## Downham

- 4.10 First stage of the feasibility study was completed earlier in the year. This was around understanding the building and the PFI contract in more detail as well as which areas of the building could be released and the resulting financial effects on the income within the building.
- 4.11 Alongside this has been work to identify which and what type of services could move into the building. Various stakeholder meetings have taken place between relevant GP, Council, LGT and CCG representatives, the outcome of which was to explore the potential to use Downham Health & Leisure Centre, as well as the Waldron as test sites for taking some out-patient services away from central sites, including the hospital. This is with the caveat, particularly for Downham, that there is a limited amount of clinical space which would be available, and there are significant financial costs associated with making physical changes in the building.
- 4.12 Space planners have been appointed to look at the building and opportunities in more detail, in particular the scope for adapting existing office space to fit more desk space.
- 4.13 Further workshops have taken place more recently, and more detailed engagement between GP, LGT and CCG representatives is taking place before proposals are presented to the Estates Steering Group initially.

## **5. Future Funding**

- 5.1 Funding for Phase 6 of OPE is now open and existing partnerships have been invited to make further applications. It is the intention of the Partnership to apply for funding to further develop existing projects but also explore new opportunities. Specifically the application will seek funding for:
- Further work to support development of the Lewisham Hospital site reconfiguration and N2 Hub;
  - Work to further develop the potential hub opportunity in Downham;
  - Potential for redevelopment of Sydenham Green health facility for new health facilities and housing;
  - Redevelopment potential of health centres in Lee and Honor Oak for new health facilities and housing.
- 5.2 The deadline for applications is Friday 3<sup>rd</sup> November, therefore at the time of writing this report, the exact funding “asks” have not been finalised and Officers intend to update the Board verbally.

## **6. Financial Implications**

- 6.1 £200,000 was awarded to Lewisham Council and Partners to take forward the projects listed in Section 4 of this report. If the Phase 6

application is successful Lewisham will secure further monies and the financial implications will be considered as part of the application.

## **7. Legal implications**

7.1 There are no specific legal implications from this work.

## **8. Crime and Disorder Implications**

8.1 There are no specific crime and disorder implications arising from this report or its recommendations.

## **9. Equalities Implications**

9.1 There are no specific equalities implications arising from this report.

## **10. Environmental Implications**

10.1 There are no specific environmental implications arising from this report or its recommendations.

## **11. Conclusion**

11.1 This paper has provided an overview of activity in relation to One Public Estate Initiative.

If there are any queries on this report please contact:  
Freddie Murray, Asset Strategy, Estates and Property Service Group Manager:  
[freddie.murray@lewisham.gov.uk](mailto:freddie.murray@lewisham.gov.uk) / 020 8314 3914.