

**Decision Maker:** HEALTH AND WELLBEING BOARD

**Date:** 28<sup>th</sup> November 2018

**Title:** BROMLEY HEALTH AND WELLBEING CENTRE PROJECT:  
UPDATE AND PROGRESS REPORT

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**Ward:** Bromley Town

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1. Summary

1.1 This report provides an update for Board Members on developments in the planning and approval of this key strategic project and seeks confirmation of the Board's continuing support for the scheme as a key strategic priority to support the delivery of the Board's strategy.

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2. Reason for Report going to Health and Wellbeing Board

2.1 The development of a Health and Wellbeing Centre serving primarily the Bromley Town Centre population of some 100,000, and located centrally will provide the third "Hub", complementing the Beckenham Beacon and Orpington Health and Wellbeing Centre (the latter coming on stream in mid 2019), in support of the Joint Out of Hospital Transformation Strategy of the London Borough of Bromley and the NHS Bromley CCG.

2.2 Each Hub will support one of the three Integrated Care Networks which will each provide services and supporting delivery infrastructure for roughly one third of the total population of the Borough.

2.3 This report is submitted to the Health and Wellbeing Board now in order to:

- Update the Board on the scheme's progress, and its planned benefits in support of the Board's Strategy and the JSNA, at the point when the Outline Business Case for the scheme is nearing completion and will be submitted shortly to the NHS Executive for formal approval; and,
- Seek confirmation of the Board's continuing support for the scheme as a key strategic priority to support the delivery of the Board's strategy

2.4 The scheme, and this report, link particularly to the following:-

***JSNA Report: Section 3.2 Key Causes of Mortality and Major Health Issues and 3.3 Risk Factors for Disease***

***Health and Wellbeing Strategy 2018-2022: The scheme will contribute to the Action Plans for the following Priority Areas: Priority 1 Cancer; Priority 2 Obesity; Priority 3 Diabetes; Priority 4 Dementia.***

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**3. SPECIFIC ACTION REQUIRED BY HEALTH AND WELLBEING BOARD AND ITS CONSTITUENT PARTNER ORGANISATIONS**

- 3.1 This report is submitted for the information of the Health and Wellbeing Board, and also seeks its continuing support of the proposed Bromley Health and Wellbeing Centre.
- 3.2 Progression of the scheme is the responsibility of the multi-stakeholder Project Board established by NHS Bromley CCG. This is chaired and led by the scheme's Senior Responsible Owner, Mark Cheung.
- 3.3 The key Project Stakeholder and Partner, in addition to the CCG and Clarion Housing Group, is the London Borough of Bromley.

## Health & Wellbeing Strategy

Related priority: Diabetes Hypertension Obesity Anxiety and Depression Dementia Supporting Carers

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### Financial

1. *Estimated Cost* The current estimate of the capital costs of the scheme is £12.9M, plus some £400k of non recurring project costs
  2. *Ongoing costs:* £9,750M (CCG commissioned clinical services) giving an estimated post development net recurrent revenue impact of £259k
  3. *Total savings:* Not Applicable:
  4. *Budget host organisation:* NHS Bromley CCG
  5. *Source of funding:* NHS Capital and other Third Party Funding; S106 Funding contribution to capital costs
  6. *Beneficiary/beneficiaries of any savings:* Not Applicable
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### Supporting Public Health Outcome Indicator(s)

The Strategic Case for the scheme, as detailed in the previously approved Strategic Outline Case, the Project Initiation Document and the current advanced draft Outline Business Case, is strongly based on the current demographic and epidemiological profile and forecast future changes highlighted in the JSNA, Health and Wellbeing Board Strategy and related Public Health information sources.

In addition, the current draft report in preparation by Dr Agnes Marossy, “**Bromley Primary Care Needs Assessment: Population Need and Disease Burden**”, contains significant additional information which provides strong support for the proposed role and Clinical Services Profile of the proposed Centre.

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## 4. COMMENTARY

### 4.1 Background

- 4.1.1 The strategic case for a third Centre, complementing the role of the **Beckenham Beacon** and the planned **Orpington Health and Wellbeing Centre**, and serving some 100,000 people in and adjacent to Bromley Town centre, was one of the key proposals of the CCG-LBB jointly developed **Bromley Out of Hospital Transformation Strategy**.
- 4.1.2 The Centre will play a major role in providing coordinated care for patients via integrated services and will be one of the three “hubs” underpinning the new **Integrated Care Networks (“ICNs”)**, with each ICN serving roughly a third of the London Borough of Bromley population.
- 4.1.3 It will also offer significant capacity for primary care services for the residents of Bromley, including a **Primary Care Access Hub**, and the relocation of the **Dysart Medical Practice** from its current cramped accommodation in an adapted residential property in Ravensbourne Road, Bromley.

### 4.2 Project Status

- 4.2.1 Following approval of the CCG’s bid for central capital funding support, the **Strategic Outline Case** was approved in December 2016 by the CCG’s Clinical Executive.
- 4.2.2 The **Project Initiation Document (“PID”)**, the first formal stage of the NHS Business Case development process, was approved by the NHS Executive in June 2017.
- 4.2.3 The **Post-PID Full Options Appraisal** was approved by the NHS Executive in October, 2017. This stage identifies the potential sites and procurement/delivery options for the scheme and evaluates them against a set of both financial and non-financial criteria, in order to determine a shortlist and then a preferred option. A longlist of Site options had been identified in an externally sourced professional property consultancy report and these were the subject of detailed evaluation by a multi-disciplinary Evaluation Panel, which included London Borough of Bromley participation. This concluded that the **32 Masons Hill, Bromley** site should be the preferred option. This was confirmed in subsequent detailed financial appraisal.
- 4.2.4 The **Outline Business Case** is now in preparation and this is scheduled for completion and submission for approval by the NHS Executive in December, 2018.
- 4.2.5 Once approved, the **Full Business Case** stage will be completed, leading to financial close.

### 4.3 The 32 Masons Hill, Bromley Site

- 4.3.1 The preferred site, it is owned by Clarion Housing Group, and includes a residential development, as well as housing the **Bertha James Day Centre**. The latter is subject to a 999 year leasehold agreement between Clarion Group and the Council and is sub leased to Age Concern Ravensbourne. They operate the Day Centre via a Board of Trustees.
- 4.3.2 The plan is for Clarion to redevelop the whole site to include enhanced residential provision, a replacement Day Centre and the new Health and Wellbeing Centre. The planning is being undertaken in close collaboration between the stakeholders:
- Clarion Housing Group
  - London Borough of Bromley
  - Bertha James Day Centre Trustees
  - NHS Bromley CCG

Levitt Bernstein are the scheme architects, jointly appointed by Clarion and the CCG and are leading the Design Team.

- 4.3.3 The site development plans have been discussed extensively with LBB Planners via the Pre-Planning Application Guidance process, and a number of amendments and improvements incorporated in the plans as a result. However, there remains concern over the proposed replacement tower block part of the development, as this narrowly falls outside the Borough's Tall Buildings zone.
- 4.3.4 As a result, the scheme has been referred to the GLA Planners and a review meeting Was held with them on the 7<sup>th</sup> November, 2018. This was broadly supportive of the proposed redevelopment scheme subject to further work and clarification of the proposed social housing numbers and arrangements for the relocation of existing residents.
- 4.3.5 As a result of this additional step in the overall Planning Application Process, the submission of the latter has now been rescheduled to early 2019 from its previous October, 2018 target date.

#### **4.4 Communications and Engagement**

- 4.4.1 An over-arching ***Communications and Engagement Strategy*** was approved by the Project Board in August, 2017.
- 4.4.2 Following approval of the Post-PID Full Option Appraisal, the Project Board considered whether formal public consultation was required in respect of the Health and Wellbeing scheme. It concluded that this was not justified or necessary, as the scheme is of modest size and the only specific relocation of services relates to the Dysart Medical Practice, for which there has already been widespread support. This position was subsequently endorsed by the Health Scrutiny Sub-Committee.
- 4.4.3 As an alternative, an Engagement Plan has been developed and approved by the Project. This specifically addresses the communications and engagement issues arising in the period to the submission of the Planning Application i.e. Q1, 2019..
- 4.4.4 In the interim, informal consultation has taken place with a number of key stakeholders, including local councillors, Bertha James Day Centre Trustees, the Dysart Medical Practice and members of the CCG's Patients Advisory Group.

#### **4.5 Policy Implications**

- 4.5.1 The Bromley H+WBC Project was one of the key proposals of the CCG-LBB jointly developed ***Bromley Out of Hospital Transformation Strategy***. It will operate as one of the three "Hubs" supporting the three Integrated Care Networks across the Borough.
- 4.5.2 It will bring together under one roof, in a highly accessible town centre location, a range of services including:
- Primary Care
  - Community
  - Out-Patients
  - Diagnostics
  - Wellbeing services
- 4.5.3 It will have a particularly important role to play in helping to address the particular healthcare needs of the Bromley Town Centre population, for example the large and growing proportion of young families and children. It will also enable local healthcare provision to respond effectively to the projected population growth arising from the planned residential and commercial developments in Bromley Town Centre.

## **5. IMPACT ON VULNERABLE PEOPLE AND CHILDREN**

5.1 See in particular the comments at 4.5.3 above

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The estimated capital cost of £12.9m will be funded in part via the allocation of NHS capital funds. The CCG has a number of viable options in securing funding for the balance of the capital funding, including discussions with the London Borough of Bromley.
- 6.2 Overall, the development is expected to result in net additional recurring costs of £259K, for which the CCG has made provision in its forward financial planning.
- 6.3 The CCG will also be making provision for the non-recurring costs of the scheme's development, which include Project Management/design development and in time the Clinical services and equipment procurements.

## **7. LEGAL IMPLICATIONS**

- 7.1 The proposed commercial and associated legal structure for the development has been discussed and agreed informally between the key stakeholders and will be the subject of formal proposals to the appropriate committees in due course.
- 7.2 The parties have already confirmed that the current LBB leasehold interest in the site will be maintained as part of the future arrangements.

## **8. IMPLICATIONS FOR OTHER GOVERNANCE ARRANGEMENTS, BOARDS AND PARTNERSHIP ARRANGEMENTS, INCLUDING ANY POLICY AND FINANCIAL CHANGES, REQUIRED TO PROCESS THE ITEM**

- 8.1 The respective roles of the Joint LBB-CCG Out of Hospital Transformation Strategy Board and the Bromley Health and wellbeing Centre Project Board have already been described above, together with the Communications and Engagement Strategy and Plans which are being enacted in support of the scheme.
- 8.2 In addition to this Update report to the Bromley Health and Wellbeing Board, the Project Team has also submitted regular Update and Progress Reports to the LBB Health Scrutiny Sub-Committee.

## **9. COMMENT FROM THE DIRECTOR OF AUTHOR ORGANISATION**

- 9.1 The development of the Bromley Health and Well Being Centre represents a key element enabling the continued programme to provide integrated services across the Borough of Bromley. The Centre will be providing primary, community and secondary care services serving the increasing population in and around Bromley Town Centre, complementing the existing centre in Beckenham and the new centre in Orpington, due to open next year.

<b>Non-Applicable Sections:</b>	Not Applicable.
Background Documents: (Access via Contact Officer)	Bromley H+WBC Strategic Outline Case. December, 2016 Bromley H+WBC Project Initiation Document June 2017 Bromley H+WBC Post PID Full Option Appraisal October, 2017