

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14 September 2020

**CONTACT OFFICER:** Ketan Gandhi, Service Lead Communities and Leisure

**(For all Enquiries)** Fin Garvey, Head of Property Services  
07511 048404

**WARD(S):** Britwell & Northborough

**PORTFOLIO:** Regeneration & Strategy – Councillor Swindlehurst  
Health & Wellbeing – Councillor Pantelic

### **PART I** **KEY DECISION**

#### **BRITWELL CENTRE - GP SURGERY DEVELOPMENT**

##### **1. Purpose of Report**

- 1.1 The purpose of this report is to provide members with an update on the proposed remodelling of Britwell hub to include the relocation of the Avenue GP practice.

##### **2. Recommendation(s)/Proposed Action**

- 2.1 The Cabinet is requested to resolve:
- a) That the business case for the remodelling of Britwell Hub be approved.
  - b) That the relocation of Slough Children's Services Trust Contact Centre be approved.
  - c) That the revised timescales be noted.
  - d) That the programme set out in section 5.11 in the report be noted.
  - e) That progress be noted ahead of a final report due at the end of October requesting a decision to approve the final business case before progress to construction.

##### **3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

The Council's Localities Strategy focuses on providing Council facilities throughout the Borough and meeting service needs locally. A plan showing the locality areas is attached in Appendix Two. In addition to good quality local service provision a key driver for the strategy is to provide the means by which we can collectively work as a council with partners, local communities and the voluntary sector to enable independent sustainable communities by focusing on building their capacity.

The delivery of Community Hubs and facilities will create a base for a potential mix of public services including health and community. They will also be a local base

supporting Council services through mobile working and for services to operate from including Adult Social Care and Neighbourhood Services.

### 3a. **Slough Wellbeing Strategy Priorities**

The health needs assessment from Britwell and Northborough are articulated in the Slough Joint Strategic Needs Assessment<sup>1</sup> (JSNA) carried out in the public health team of Slough Borough Council. The key needs identified are directly related to the socio-economic profile leading to priorities around long terms conditions, overall reduction in the years of life lost through poor health and complex combined health and social care prevalence.

In addition, the Index of Multiple Deprivation (IMD) combines a number of indicators to measure the level of deprivation in an area. The areas with the highest level of health and disability deprivation include specific neighbourhoods in Britwell and Northborough

The Localities Strategy reflects One Public Estate (“OPE”) principles. Consequently it will make the best use of public sector assets and through the provision of additional homes across the Borough. The provision of these homes will help deliver the Council’s Housing Strategy and will contribute to the improvement and the overall wellbeing of the local population.

### 3b. **Five Year Plan Outcomes**

Outcome 1 – The GP Surgery at the Britwell Centre will improve medical services available to all residents, including children, leading to enhanced health outcomes. It will be designed to incorporate amenity requirements and will help services join up across Slough creating safe, useable and attractive public spaces through better preventative work which will contribute towards Slough children growing up to be happy, healthy and successful.

Outcome 2 – The GP surgery will provide modern health facilities and support the provision of Council services to help our people to be healthier and manage their own care needs. The provision of self-help facilities to enable customers to access Council services on-line will complement provision in local libraries and provide more resources for local people to access the internet free of charge. This could also include assistance from Council staff established through a needs assessment for the locality. The presence of assisted digital support will help enable people to have a digital relationship with the council so and promote channel shift when accessing SBC services.

The proposal will also achieve better integration between health and social care. This will support the preventative approach encouraging and empowering residents to manage their own care needs.

---

<sup>1</sup> <https://www.slough.gov.uk/council/joint-strategic-needs-assessment/>

Outcome 3 - Investing in Council buildings will encourage people to live, work and stay in Slough enabling a joined up approach across public sector services which should improve community outcomes. The Council will organise its local offer around localities and communities which will help Slough to be more responsive and understanding of local people's needs. The new facilities will generate employment and attract people to the area.

Outcome 4 – The delivery of mixed-tenure residential schemes is linked to the re-location to the Britwell Centre by unlocking the site on which the existing Britwell Clinic sits. This will directly contribute towards more Slough residents having access to good quality homes. Improving Housing is directly linked to many public health outcomes.

Outcome 5 - Investing in Council buildings will help attract and retain businesses whilst directly creating opportunities for our residents.

#### 4. **Other Implications**

##### (a) Financial

The Council's financial business case for the remodelling of the Britwell Hub hinged on discussions between the East Berkshire CCG and the District Valuer ("DV"), which includes an abatement to reflect the capital contribution from the NHS. These discussions were concluded with a favourable outcome.

Some of the most successful parts of the existing building are the community halls which are very well subscribed and contribute to the centre's income. As these are being displaced by the GP surgery, they will be re-provided in place of the existing Children's Trust contact centre. An options paper has been prepared for the relocation has been prepared identifying Cippenham Community Centre as the preferred solution. The refurbishment costs associated with re-locating this contact centre have been capitalised within the scheme.

The project is being part-funded with £1 million under NHS England's Estates and Technology Transformation Fund (ETTF) and the lease of the GP surgery will contribute £76,200 rent per annum. The scheme will therefore positively contribute to the viability of the Britwell centre where running costs have consistently exceeded income.

The financial business case is set out in Part II.

##### (b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
	<b>Economic</b>			
	The development fails to meet the health requirements of the locality	Work with the CCG and partners to tailor the new facilities to meet their needs.	6 (Economic – Marginal impact. Low probability)	Ongoing review and tailoring of services

	Disruption of the usage of the Community Halls leads to loss of current usage by Community Groups	Use a phased development approach to minimise the disruption to the community hall provision	6 (Economic – Marginal impact. Low probability)	-
	<b>Financial</b>			
	Loss of NHS funding due to project delays	Highlight the criticality of decision making on the receipt of these funds.	9 (Critical impact. Low probability)	-
	<b>Legal/Regulatory</b>			
	The proposed development does not meet planning policy requirements.	Consultation has been undertaken with Planners and will continue throughout the development cycle.	2 (Legal/Regulatory – Negligible impact. Very Low probability)	-
	Disputes or challenges lead to delays.	Any title issues to be researched and resolved. Any rights (e.g. rights of light, party wall) to be fully investigated.	2 (Legal/Regulatory – Negligible impact. Very Low probability)	-
	<b>Health &amp; Safety</b>			
	Impact of COVID-19 Pandemic on viability and safety	Build capacity into the design.	9 (Health and Safety– Critical impact. Low probability)	Ongoing review pre and post handover
	<b>Management Incl. Contractual</b>			
	Contractor fails to perform	Use of Tier 1 contractor provides reassurance of capacity	6 (Management Incl. Contractual– Marginal impact. Low probability)	Require performance bond and retention

(c) Human Rights Act and Other Legal Implications

There are no known Human Rights Act Implications.

(d) Equalities Impact Assessment

An Equalities Impact Assessment was carried out for the localities strategy including the decant from Landmark Place. The GP Surgery at Britwell will not require any revised policy, procedure or function beyond that already outlined.

5. Supporting Information

**Background**

- 5.1 Slough Borough Council (“SBC” or “the Council”) believes that delivering services in a coordinated way as close to where residents live provides many opportunities for enhanced service delivery. This approach is consistent with the objectives of Frimley Health NHS Foundation Trust (of which SBC is a partner), which has a shared vision for the best use of combined resources to make a positive difference for communities, residents, patients and staff. The Frimley Integrated Care System has established a transformation and delivery programme - with Estates being identified as one of the key enablers for transformational change.
- 5.2 The Avenue Medical Centre is currently delivering care to a population with high health and social care needs from premises which are too small for the registered patient list of 7,432. The current premises are 381 sqm; the NHS England standards for a similar list size indicate the requirement for standard primary medical services in the region of 600 sqm. It is clear that the complex needs of the local population will be best served through the co-location of services in modern fit for purpose facilities with improved coordination of NHS primary and community services. Relocation into the Britwell hub will allow services to be delivered in an integrated way and is consistent with the aims and objectives of the Localities Strategy and the Council’s Our Futures operating model.
- 5.3 In approving the Localities Strategy in February 2019, members will recall that in relation to Britwell, the report referred to the potential extension to the current community building for GP/ Health Centre. The same report mentioned that Britwell would continue to provide offices Slough Children’s Services Trust, Neighbourhood Teams and Adult Services.
- 5.4 This report will provide an update on the proposals, for the remodelling of the Britwell Centre, which assumes the relocation of the Avenue Medical Centre. It demonstrates how the remodelled asset fits with the Council’s One Public Estate (“OPE”) objectives, delivers improved health outcomes and reduces overall cost to SBC.

**One Public Estate**

- 5.5 The Avenue Medical Centre/Farnham Road Surgery together with the CCG and SBC have developed an effective solution to the premises challenges in order to realise the modernisation and transformation of general practice services in Britwell.

5.6 This proposal strongly aligns to all three major strategic aims of the OPE strategy and our SBC's localities philosophy:

- delivering more integrated, customer-focused services – through integration of health and social care by collocating services in a single site
- generating efficiencies, through capital receipts and reduced running costs – through increasing rental yield of the Council's asset
- creating economic growth (new homes and jobs) – through unlocking land for new homes on the Britwell Clinic site

### **Delivering Improved Health Care**

5.7 There is a strong business case to work collaboratively with health care colleagues to deliver improved health outcomes.

- Out of the 15 wards in Slough, Britwell and Northborough is the most deprived ward with 25.7% of children in the ward at risk of living in poverty, compared to 19.3% across Slough.
- 21.3% of the Britwell and Northborough population reside in income deprived households, reliant on means tested benefits compared to the average across Slough wards of 15.3%
- The average life expectancy at birth for males is 75.2 years old and 81.8 years old for females, compared to 78.5 years old for male and 82.7 years old for females in Slough. England national average is 79.2 years old for males and 83.0 years old for females.
- An estimated 26.8% of adults in the ward are obese which is considered a contributing factor as an underlying cause of the high prevalence of long term conditions within the community
- Mapping from the 2011 census data to the 2015 wards, estimates 5.3% of adults in Britwell and Northborough feel that their health is bad or very bad in general, the wider Slough average is 4.5%.

5.8 It is clear that there are heightened and complex health and social needs among the population of Britwell and Northborough which require specialised support from a collaborative approach across health and social care.

### **Proposed Remodelling**

5.9 Services are currently delivered from three sites which are key to the formulated solution to improve access to quality services, these are:

<b>A</b>	Primary medical services from 'Avenue Medical Centre'	Co-leased with NHS Dentist who shares with a small community pharmacy)
<b>B</b>	NHS Community health services from 'Britwell Clinic'	Services delivered by the East Berkshire Community Services Provider, Berkshire Healthcare NHS Foundation Trust. - Britwell Clinic is a property on a 60 year lease held by NHS Property Services (NHS PS) from Slough Borough Council which terminates in 2042. The initial agreement between Berkshire Health Foundation Trust (BHFT) and NHS Property Services (NHSPS) is understood to be in expiration.

		The Britwell Clinic currently accommodates a range of community services that are largely office based with a low volume of patient facing services. The clinic site is required by Slough Borough Council (SBC) as part of their regeneration programme for redevelopment as social housing.
<b>C</b>	A range of Slough Borough Council and voluntary services from 'Britwell Centre'	The Britwell Community Centre (BCC) is a modern building which opened in 2013 as part of the ongoing Slough Borough Council urban renewal programme. This building is currently underutilised.

### **Proposed Remodelled Britwell Centre**

5.10 A general layout plan of the proposed 'new' Britwell Centre is show in Appendix Two. The proposed size of the primary care offer in Britwell Community Centre is sufficient with the retention of the Avenue Medical Centre [AMC] to consolidate non-patient facing services. It also ensures that complementary services can be retained for the local residents, such as pharmacy. This is in alignment with the CCG aims for more integrated practices with attractive, fit for purpose premises that offer comprehensive health care from a single location. In moving to the Britwell Community Centre there will be tighter integration between health and social care plus:

- Visibility and ease of access to other social care services from the council and community providers – residents more likely to access incidentally when attending the Clinic
- This will support localities planning through enhanced ease of collaboration with health services
- The Library is a peaceful place, a good place to collocate a GP clinic

### **5.11 Programme**

Based on the most up-to-date programme, the timescales are as follows:

<b>Milestone</b>	<b>Target</b>
Completion of Detailed Design	23 <sup>rd</sup> October, 2020
Financial Close on GMP Contract	18 <sup>th</sup> December, 2020
Drawdown on funding	31 <sup>st</sup> March, 2021
Practical completion:	30 <sup>th</sup> September 2021

### **6. Comments of Other Committees**

None

### **7. Conclusion**

7.1 The Localities Strategy underpins the Council's ambition of putting people at the heart of everything it does and the project to build a GP Surgery at the Britwell Centre is a direct realisation of this programme.

- 7.2 The GP Surgery at Britwell Centre supports the Council's joint wellbeing strategy and five year plan through colocation with partners, new facilities including health and housing and enabling more engaged communities.
- 7.3 The financial business case demonstrates that the financial position of the asset is improved by the project.
- 7.4 A working group of officers has been formed to monitor project delivery and updates will be presented to CMT, members and Cabinet periodically.

8. **Appendices Attached (contains exempt information)**

- 8.1 Appendix One – Confidential Report -Finance Business Case
- 8.2 Appendix Two - General Layout Plan of the new Britwell Centre with GP Surgery

9. **Background Papers**

None