

Kent Health Overview and Scrutiny Committee

Written Update on Edenbridge Programme HOSC

July 2020

1. Introduction and Summary of Progress

- 1.1 For the last four years, NHS West Kent CCG (Now Kent & Medway CCG) has been working with two key partners in the Edenbridge area on proposals for developing a new site and new service models, in view of the challenges facing the Edenbridge Medical Practice and the War Memorial Hospital. The two key partners in this work are the GP Practice and Kent Community Health NHS Foundation Trust (henceforth “KCHFT”): KCHFT is by far the main provider of services from the hospital, which is owned (freehold) by NHS Property Services.
- 1.2 The local population is expected to grow due to planned housing developments in the South East. Both buildings suffer from limited parking and give very poor disabled access. The GP Practice building needs to grow to meet new demand but cannot physically be enlarged to enable the practice to grow. The fabric and infrastructure of Edenbridge Hospital has aged and requires modernisation.
- 1.3 An Outline Business Case (OBC) was completed in December 2016, agreed by NHS England, endorsed at the West Kent CCG Governing Body in January 2017. After a formal public consultation in July 2017, the CCG Governing Body agreed to proceed with the two key partners towards the building of a new health facility in Edenbridge that would bring together the GP Practice and the Hospital services, without any inpatient beds. The outcome of the public consultation was decisive support for this model:
 - a) *94 per cent (1,089) of the 1,159 people (1,089) responding to a survey carried out as part of a three-month public consultation backed a combined hospital/surgery*
 - b) *79 per cent (915) supported the preferred option – for services to be provided in a new building, on a new site, with additional day services (such as intravenous drips) and no inpatient beds.*
- 1.4 On 24 September 2018 an Options Paper re site selection was considered by the Edenbridge Programme Board. A long-list of 15 potential sites was explored by the Programme Board and that assessment brought the long-list down to two short-listed sites, adjacent to one another. The Programme Board recommended one site and the Trust indicated agreement to purchase the land directly. That purchase of the land has been completed.
- 1.5 The Programme Team has accomplished much including the consultation and public support for the works, design, planning permission and purchasing the land for the preferred site. Further permissions and approvals are now required from the newly established Kent and Medway CCG and NHS England and NHS Improvement (NHSE/I) around clarity of primary care business case approval and procurement of finance and construction.
- 1.6 This paper provides the Health Overview and Scrutiny Committee with an update on the Edenbridge associated workstreams and overall progress of the Programme for the benefit of patients and citizens in Kent and Medway. The table at the end of the paper highlights key milestones.

2. **Strategic and Economic Case Update:** A Strategic, Economic and Commercial Case exercise was commissioned from Avison Young in 2019. Their report recommended that “formal procurement advice is sought, using as a framework the discussion on procurement from a market sounding event” which was held on 3 December 2019. The focus of the Avison Young work, in terms of affordability, has been on the third party funding variant where third party investor provides lifecycle and hard facilities management services with soft facilities management services provided by KCH. The economic case reconfirmed the decision to pursue a “**new build**” option over maintaining the existing Edenbridge Practice and Edenbridge War Memorial Hospital.
3. **Commercial Case Update:** a number of existing commercial models were discussed with KCC and WKCCG and a market sounding event held on December 3 2019. The event allowed the opportunity to share with potential investors including Sevenoaks District Council, Kent KCC and Assura plc. KCC were flexible in terms of a delivery solution, referencing other early stage discussions across Kent with NHS partners including the Southborough Hub. Procurement lead time will have a key bearing upon delivery timescales and formal procurement advice is being sought from the newly constituted Kent and Medway CCG, using the discussion document from December 2019.
4. **Financial Case Update:** In the Base Case, Edenbridge offers cash savings overall in steady state, albeit affordability implications differ for KCH, WKCCG and the GPs. This is subject to further investigation in light of the application of IFRS16 to public sector organisations from April 2020. Approval will also be needed from the newly created Kent and Medway CCG and NHSE/I in the next three months as restart continues.
5. **Clinical Update:** The clinical case for change for community and primary care in Edenbridge has been developed collaboratively with input from Edenbridge GPs, Kent Community Health NHS partners and other stakeholder agencies. The case takes into account local and national NHS clinical strategy, as well as local public health population data.
 - 5.1 The original clinical principles still hold true, in light of the changes instigated by the NHSE Ten Year Plan, in that work has proceeded continuously on the Operating Model for a new combined facility and the incorporated clinical model. Key objectives (from the original OBC) that have informed this work are:
 - To introduce place-based health and social care support wrapped around the local community (a key tenet of the 10 Year Plan)
 - provide more preventative services so people can stay well for longer
 - Integrate services so patients do not have to see lots of different professionals, in different places at different times
 - Access more services seven days a week
 - Provide as much care as possible in the community, not in an Acute Trust
 - Use technology better
 - 5.2 A review is now commencing to assess how the impact of the national Covid-19 crisis may impact on the clinical and operating model for the planned new facility.

5.3 In practice that the principles adopted at Edenbridge are:

- a) **Maximising integration** - almost all areas of the new facility would be used by both practice and KCHFT staff, clinical spaces all being designed flexibly for use by a range of clinicians, shared reception and administrative facilities.
- b) **Incorporating Local Care “mini hubs”** - continuous interface has been ensured with the team developing the west Kent Local Care model, and the development at Edenbridge has accordingly been built into the emerging West Kent Hubs strategy as it develops. Work around the hubs is ongoing with a SOC produced in June 2020.
- c) **Incorporating Health and Social Care Integration** - the Councils in west Kent are all involved in Local Care design through the Local Care Development Board (and West Kent Improvement Board). All are involved in co-designing the Hubs Strategy. In Edenbridge directly, Kent County Council are working with the Practice and the Trust on an innovative model for integrated services (Buurtzorg) and the programme team are in discussion about what range of social care services will be made available from the new Edenbridge facility.

6. **Stakeholder Management Update:**

- 6.1 Local public support is at the heart of the Edenbridge Programme. The results of the formal consultation in 2017 have been built upon by the Edenbridge team. At its meeting on 25 July 2018, NHS West Kent Clinical Commissioning Group’s Governing Body agreed to proceed with the preferred option after hearing that:
- *94 per cent (1,089) of the 1,159 people (1,089) responding to a survey carried out as part of a three-month public consultation backed a combined hospital/surgery*
 - *79 per cent (915) supported the preferred option – for services to be provided in a new building, on a new site, with additional day services (such as intravenous drips) and no inpatient beds.*
- 6.2 A number of large public events in Edenbridge have been held, the most recent in February 2020. The Edenbridge Programme has a comprehensive communications plan in place and are planning restart process currently paused due to Covid-19.

Next Steps

- 6.3 The Edenbridge Project Team is now well established and has a detailed plan for delivery. The table below outlines these milestones and their progress to completion. However, the Covid-19 crisis has caused a postponement of all non-Coronavirus-related work within the CCG. The Project Plan below therefore is subject to update as the crisis lessens across Kent and Medway.

Date	Item	Comments
29/01/20	Land Purchased	Achieved
13/02/20	Planning Permission Granted	Achieved
18/02/20	Plans Signed Off	Achieved
17/02/20	Procurement Process	Process Started

Date	Item	Comments
30/03/20	Finance Appraisals to be Presented	Meeting were in place for 26 March with SDC to discuss funding further but on hold due to Covid-19
06/04/20	Tender to go Live	Process in planning – delayed due to Covid -19
01/04/20	Land Clearance	Asbestos clearance is currently underway
30/04/20	Additional Wildlife Surveys Carried Out	Awaiting a fee proposal
30/04/20	Landscape Consultant Start	Currently looking into this and aiming to have them appointed by the 30 April – <i>Delayed due to Covid -19</i>
01/09/20	Design & Building Contract Awarded	In plan – <i>subject to restart post Covid-19</i>
01/10/20	Pre-build Design Off	In plan – <i>subject to restart post Covid-19</i>
01/11/20	Construction Starts	In plan – <i>subject to restart post Covid-19</i>
01/12/21	Completion Date	In plan – <i>subject to restart post Covid-19</i>

Figure 1 – Edenbridge Programme Plan for Delivery*

Recommendation(s)

1. HOSC is asked to **note** the continued progress of the Edenbridge Programme

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