

Kent Health Overview and Scrutiny Committee

Written update on Edenbridge programme

September 2018

1. Introduction and background

- 1.1 Health services in Edenbridge are mainly provided by GPs in Edenbridge Medical Practice and by Kent Community Health NHS Foundation Trust (KCHFT) in people's own homes and in the Edenbridge and District War Memorial Hospital (the Hospital). These services are commissioned for the Edenbridge population by NHS West Kent Clinical Commissioning Group (the CCG). Both the GP Practice and the Hospital are old buildings, unsuitable to modern healthcare, not fit to the growing population and changing health needs and unable to provide appropriate disability access. In 2017 the CCG led the consultation to develop an agreed plan.
- 1.2 These three organisations have been working together since then through a Programme Board to deliver on the vision for a new facility that would replace the hospital and current GP Practice, delivering services to a much more integrated model.
- 1.3 This paper provides the Health Overview and Scrutiny Committee with an update on the associated workstreams and overall progress.

2. Clinical Model Workstream

- 2.1 The clinical model anticipates an integrated model of working, with a focus on delivery of local care that offers flexibility to this area of west Kent. The model will ensure service users experience care that is effectively coordinated with all professionals, working together to provide a seamless and integrated service, whilst organisations remain separate. An element of this integrated model would be encapsulated in a single "super reception" shared by all provider organisations.
- 2.2 The wider system has been engaged in discussions with the clinical team, particularly how the Sustainability and Transformation Partnership (STP) can support the project through the Wave 4 Capital bid. The Edenbridge team has also been working with the Local Care design team (CCG and partners) to ensure that the model for delivery from a new facility would align with and contribute to the developing Local Care model (including the Hubs Strategy).

3. Communications and engagement

- 3.1 The CCG communications team issued an update newsletter in July to keep local interested stakeholders up to date. The team is now identifying suitable local events, to re-engage with latest information gathered on sites, funding and concept ideas for the new building. These discussions would look back to the consultation and the detailed discussions held in 2016 when a 'listening process' was carried out to get the views of local residents, the Hospital League of Friends and KCHFT staff.
- 3.2 Engagement with stakeholders comprising of internal and external groups has continued with the main focus on establishing a definitive site for the new centre, and a strategy for the disposal of the existing hospital site and the GP practice. As part of the local plan process the workstream engaged with local planning and the Edenbridge Town Council. The draft local plan was released for consultation on 16th July and is due to complete 10 September. However the draft local plan also highlighted four other developers promoting sites in greenbelt with a mixed use strategy including healthcare and education provision alongside housing.

4. **Site identification**

- 4.1 One of the most pressing project dependencies is the local plan adoption process. This will require the CCG to support one of the sites on offer in Edenbridge.
- 4.2 The Project Team has had further updates and information from four site owners on 4 Elms Road, Breezehurst Farm and Crouch End Road site in Edenbridge.
- 4.3 Negotiations with Kent County Council (KCC) property team are continuing. A supportive letter from the local MP was sent to the KCC Chief Executive to facilitate progress, encouraging the KCC property team to issue a formal memorandum of understanding (MOU), to ensure that a land deal could be possible within the local plan time-frame. The workstream team has also engaged on several occasions via email and a further meeting with the property portfolio team at KCC, and met with a senior officer in July to attempt to conclude any final points to produce a realistic valuation and outline deal for the land.
- 4.4 A further meeting with Cooper Estates planning team was held in August following feedback from the Town Council meeting on 13 August. The dialogue with Coopers Estates was positive and they stand by their offer to “gift” a parcel of the land.
- 4.5 The programme continues to work with planners on the key challenges of creating a valid planning argument for “exceptional circumstances” to develop in the greenbelt on the preferred site, and presenting a coherent plan to bring forward a ribbon of development including the disposal the exiting hospital site on Mill Hill. Both 4, Elms Road sites would be suitable for this scenario.
- 4.6 The team has selected a planning consultant to assist with pre application and outline planning in 2018.

5. **Finance workstream**

- 5.1 The Financial Model Workstream has been progressed in areas such as overall cost envelope, cashflow forecasting and an innovative funding model from several sources, which will be developed by the Financial Workstream once the decision on which funding route would be preferable.
- 5.2 The Phoenix Public Private Partnerships (PPP) team has advised that this national government backed funding model will not be on stream until at least 2019. Other revenue based funding methods are being developed in order to assess the best way forward.
- 5.3 Edenbridge was included in the Kent and Medway STP capital bids as one of only five projects put forward for the formal process in June 2018. The bid was made to NHS England on 16 of July. It is expected that successful bidders will be informed late 2018 (probably in November).

6. **Next steps**

- 6.1 Depending on resolution of the discussions with KCC and of the outcome of the capital bid process, the Programme Team (and the three associated organisations) may be in a position to recommend a preferred site and funding mechanism before Christmas.
 - 6.2 Such a recommendation would then go to the CCG Governing Body and Kent Community Health NHS Foundation Trust (KCHFT) board with an associated delivery plan.
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