



# HEALTHY PLACES

**END OF YEAR REPORT 2023/24**



Brick by brick, our Healthy Places programme is helping to transform the NHS estate and deliver better patient care. From refurbishments to new builds, we've completed over 330 projects across England since 2020, and there's much more we can transform together. The programme's continued success owes much to building strong NHS partnerships at every level.

That's because our national and local teams work hand in hand with Integrated Care Boards (ICBs), Trusts and GP practices - along with NHS England, local councils and other stakeholders - to adapt best practices to suit local estates and meet the needs of local communities. And through our end-to-end services - from assessing options and securing funding to design and construction - we provide the right level of expertise across every aspect of a Healthy Places project. That also makes project management simpler and more effective while keeping costs down.



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## 2023/24 Another transformational year for the NHS estate

In 2023/24, we expanded our Healthy Places programme, focusing on new priority initiatives such as the need for community diagnostic centres. We worked hand in hand with Integrated Care Systems (ICSs), Trusts and GP Practices to **progress 250 projects** that will help transform the NHS estate and enable excellent patient care. Projects ranged from new builds and refurbishments to estate optimisation and social prescribing initiatives.

We've made significant progress across these projects last year, with **70 completed on-site**. Others have met significant milestones, such as submitting a business case to support full completion in future years. Our projects last year are estimated to **benefit 1.1 million patients**.



# The impact of our Healthy Places programme

Since the launch of the Healthy Places programme in 2020, we have supported the NHS Long-Term Plan's "Triple Aims" of:

## Improving the health and wellbeing of the people of England



Worked closely with ICBs and commissioners to **support priority requirements**.



Addressed health inequalities by directing over **80% of our discretionary spend** invested in areas of high and medium deprivation.



Worked with Trusts and NHS England (NHSE) to develop a delivery programme for over **30 Community Diagnostic Centres**.



Delivered **100 social prescribing sites** to improve community wellbeing.



Est. **4,600,000 patients** benefited from Healthy Places projects.

## Improving the quality of healthcare



Completed **330 projects** to improve healthcare estates for patients and clinicians.



**Improved c.120,000 sqm of space** for patients and staff.



Repurposed vacant space to provide **increased primary care capacity**.



**Built new integrated care centres** including investing £11m for Devizes Health Centre, £10m for Hythe and Dibden War Memorial Hospital and work started on a £23m development of Chiswick Health Centre.



**Delivered major redevelopments** in Whitby and Guisborough hospitals.



## Improving sustainability and the efficient use of resources



Together with disposals of surplus estate, **removed c.50,000 sqm of vacant space.**



**Reinvested capital from the disposal of unwanted assets** to fund priority projects including the redevelopment of Mount Gould Hospital in Plymouth, a joint project with Community Health Partnerships and a GP expansion in Somers Town in London.



**Achieved full planning permission to redevelop** Northwood and Pinner Cottage Hospital in North West London so that 100% of the available space is utilised.



We **acquired and reconfigured space** in retail and leisure settings as part of the 'Health on the Highstreet' agenda, including New Jackson Medical Centre in Manchester and Living Well Hub in Warrington.





# Exploring our Healthy Places projects

## NORTH

### Key information about the North region:



7 ICSs



330k patients positively impacted in 23/24



c. 830 properties in the region



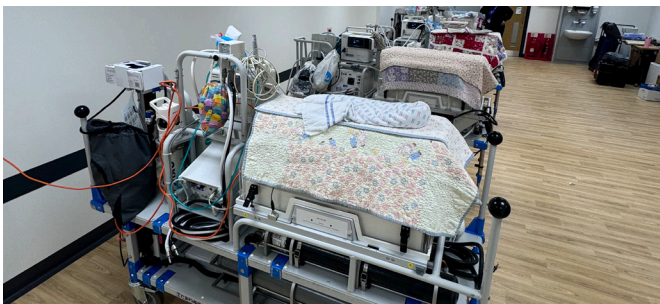
c. 30 projects delivered last year



Reduced vacant space in 23/24 by 4,300 sqm

## Supporting the North West to deliver a critical neonatal ambulance service.

### Unit 19, Gemini 8, Warrington



Following recommendations from the North West Neonatal Operational Delivery Network (NWNODN) and NHSE, the Connect North West (CNW) Team was required to move to a single site base to combine the current arrangements at Manchester University NHS Foundation Trust (MFT) and Liverpool Women's Hospital (LWH). MFT holds the CNW Neonatal Transport Service contract on behalf of specialised commissioning (NHSE) and the NWNODN. To help solve their problem and streamline the neonatal ambulance service, Manchester Foundation Trust (MFT) appointed NHSPS to find a new single site for CNW.

There are 22 neonatal hospital units, and their dedicated 24/7 ambulance service performs circa 2000 ambulance journeys every year. The specially fitted ambulances are crucial for their work as they are deployed to transfer babies across hospitals when one site doesn't have the equipment or expertise to treat them.

The population served by the new facility is in the order of 6.5 M, covering an area of 12000 sq. miles within which there are around 60,000 births per year. This is the largest neonatal service in the UK.

We supported MFT/CNW with an end-to-end service in delivering this project. We firstly identified locations that offered both value for money and ease of access to transport links. This was important to enable the ambulance service to support the whole northwest region from a single base. Once we identified and acquired a site, we led lease negotiations, and managed the design and construction to deliver a modern, bespoke fitted facility.

The new facility provides space for training, a call centre, administration teams, storage, cot servicing facility and ambulance base along with new state of the art equipment, all leading to improving both the patient and staff experience.

Resulting from our efforts, MFT, on behalf of CNW, signed a 15-year lease at a property purpose-built to suit their needs. We continue to support them in the day-to-day operations of the building by providing full facilities management. Our £762,000 investment into this project, alongside £262,000 provided by the tenant, helped improve response times and efficiency of the ambulance service. It also released space at two hospital sites, which can be used to support more patients.



## Some of our other projects...

### Eccleshill Treatment Centre, Bradley

We partnered with Bradford Teaching Hospital to refurbish an outdated 500 sqm MRI centre into a new local diagnostic suite. The new suite hosts additional services like X-ray, MRI and CT rooms to bring healthcare closer to the community. This project benefitted over 3,000 patients in the first month alone.



### Barnoldswick Butts, Lancashire

We worked with Lancashire and South Cumbria Integrated Care Board to identify and acquire a building to transform into a modern health centre. The existing building was in an extremely poor condition and not fit for purpose. We relocated the service from its old premises into the newly transformed property bringing essential healthcare back into the heart of Barnoldswick, saving residents from travelling to Colne for essential services like midwifery, speech and language therapy, podiatry and counselling.

### Ripon Community Hospital, North Yorkshire

We're working with Harrogate and District Foundation Trust to transform an inadequate ultrasound and storage space at the community hospital into a £1.3m new diagnostics hub. This project will increase preventative care by having six new clinical rooms and services like minor injuries X-rays, five days a week. These services were previously 11 miles away and will be in the centre of the community.





## MIDLANDS

### Key information about the Midlands region:



17 ICSs



330k patients positively impacted in 23/24



c. 710 properties in the region



c. 10 projects delivered last year



Reduced vacant space in 23/24 by **4,500 sqm**

## Improving local access to healthcare with the creation of four primary care hubs in Norfolk.

### Kings Lynn Integrated Hub, Norfolk



Kings Lynn is a busy market town in West Norfolk, with a growing demand for accessible healthcare. Norfolk and Waveney ICB identified the need to increase healthcare facilities in four separate Norfolk locations and appointed NHSPS to manage the end-to-end delivery of two of them, one on a brownfield site in King's Lynn, the other, within a new housing scheme in Rackheath near Norwich. The ICB received Department of Health and Social Care receiving a total of £25.2 million of Wave 4B funding to deliver four schemes in all. The other two schemes involved the extensions of existing properties owned by Community Health Partnerships and a third-party developer in Thetford and Sprowston respectively.

At Kings Lynn and Rackheath, NHSPS acted as the developer and looked to hold the completed schemes as part of its property portfolio.

NHSPS has managed all aspects of the development process, from defining occupier requirements to site due diligence and town planning support. We liaised with landowners, planning and highways authorities, UK Power Networks, NHSE, local commissioners, and Kings Lynn Integrated Hub, Norfolk's future users, through design meetings, steering and engagement groups, tendering, and construction management. Once complete, NHSPS agreed to manage the facility by agreeing on occupational documentation and planning the operational services in the buildings.

The 1,500 sqm Kings Lynn project was the first to start work and was completed in the Summer of 2024. It is part of a town regeneration area. It will house expanded primary care services, securing sufficient capacity in the long term to support the housing growth in and around Kings Lynn. It now offers additional capacity for the local PCN to accommodate Additional Role Reimbursement (ARRS) appointments, space for other providers, and secondary care outreach and rehabilitation services from the Queen Elizabeth Hospital. The newly built health hub is fully accessible and digitally-enabled to transform health and care services delivery. The project provides approximately 10,000 residents access to a broader range of health and care services closer to home, mitigating pressures on A&E services.



## Some of our other projects...

### West Bridgford Health Centre Minor Works

We worked with Nottingham and Nottinghamshire ICB to secure £220,000 funding for repurposing vacant space at the West Bridgford Health Centre. West Bridgford Medical Practice now has two additional clinical rooms and two shared bookable rooms to provide additional services to patients.



### Ludlow Hospital Car Park Works

We worked with Shropshire Community NHS Trust to install new parking cameras at our Ludlow hospital. We invested £54,000 in this project, which reduces unwanted parking use and helps patients and hospital workers access parking easily. Any parking fines are reinvested back into the hospital to improve patient care.

### Norton Place, Shoebury, Essex

Mid and South Essex ICB asked us to seek a change of use and transform via refurbishment works 305 sqm of vacant space within an old residential care facility to offer new primary care space for Southend East Primary Care Network. The capital for the scheme came from the ICB and the site will improve primary care services for approximately 37,000 local people in a growing neighbourhood.



## SOUTH

### Key information about the South region:



**13** ICSSs



**227k** patients positively impacted in 23/24



**c. 750** properties in the region



**c. 20** projects delivered last year



Reduced vacant space in 23/24 by **2,900 sqm**

**Partnering with ICB and local providers to eliminate vacant space and increase availability and quality of healthcare on the high street.**

### Chalfont and St Gerrards Health Clinic

In the NHS Buckinghamshire Oxfordshire and Berkshire West Integrated Care Board (ICB) area, Calcot Medical Centre had limited space and housed two GP practices (The Hall Practice and The Allan Practice). We own the adjacent Chalfont and St Gerrards Health Clinic, which had c. 500sqm of vacant space. We worked with the ICB and Practices to enable them to expand their services into the vacant space and improve their ability to offer quality patient care.

The ICB secured c. £1.4m of funding and appointed us to transform the vacant space in Chalfont and St Gerrards Health Clinic for use by the Hall Practice. We engaged a design team to develop the scheme to RIBA stage 4.

The initial funding allocation was insufficient to develop the scheme, so we worked with the ICB and Practices to optimise the scheme's design and secure £0.9m of additional funding, including £0.6m of our own capital; making the total investment on this project c. £2.3m.

Our creative solutions and effective project management enabled us to complete the refurbishment in July 2023. The Hall Practice committed to a 25-year lease and relocated into the building.

The result is that The Hall Practice now has a great new premise, and space has also been freed up for The Allan Practice in the Calcot Medical Centre. Both GP practices are now using their additional space to offer facilities such as local phlebotomy and community services, benefitting more than 10,000 patients and reusing approximately 500 sqm of vacant space. This important project has supported the NHS in making the most efficient use of its estate by refurbishing vacant space and mitigating the need to acquire or develop new space.



## Some of our other projects...

### **360/Temple Street, Bristol**

As our lease of office space in 360 was coming to an end, we worked with the Bristol, North Somerset and South Gloucestershire Integrated Care Board (ICB), NHSE and the South, Central and West Commissioning Support Unit (CSU) to undertake an option appraisal. The outcome of that work is a One Public Estate solution that has resulted in the relocation of our partners into refurbished offices owned by Bristol City Council on a smaller footprint, with projected savings of c. £8 million at Temple Street over five years.

### **St John's Woking Health Centre**

We transformed vacant, non-compliant space into five fully compliant clinical rooms for primary care and community services. We invested £100k into this project and completed the works within a swift six-week turnaround, significantly improving healthcare in the area.

### **Livingstone Bungalow**

HCRG's Rapid Response team provides urgent care to patients within their home setting. We supported the relocation of the team from a congested, unsuitable space into a vacant space on the Livingstone Hospital site. We supported HCRG by investing in the vacant space to undertake repairs and ensure compliance to enable them to operate a better service for patients.



## LONDON

### Key information about the London region:



5 ICSs



300k patients positively impacted in 23/24



c. 300 properties in the region



12 projects delivered last year and a further c. 20 progressed



Reduced vacant space in 23/24 by 2,400 sqm

### Working with Trusts and ICBs to increase community diagnostic centres (CDCs) across London, supporting a patient community of over 200,000.

Community diagnostic centres (CDCs) provide quicker access to tests such as MRI and CT scanning to prevent, detect, and treat various health conditions. We've supported this initiative for NHSE by working closely with Trusts and ICBs to develop site and property strategies and support the planning and scoping to enable three CDCs to be constructed across London. NHSPS will provide facilities management services to the centres, and together, these provide diagnostic support for over 200,000 patients.



#### Wembley Centre for Health, Brent

We supported North-West London ICB and Imperial College Healthcare NHS Trust to identify and agree on the use of vacant land at the rear of Wembley Centre for Health to facilitate the delivery of a new CDC. Works started in April 2023, and within ten months, a 640sqm modular building was constructed that allows over 55,000 patients to access diagnostic services such as CT and MRI scanning. The CDC serves an important purpose in combating health inequalities and reducing mortality in Brent.

#### Barking Community Hospital, Barking

We collaborated with the North-East London ICB and Barking, Havering, and Redbridge University Hospital NHS Trust to support the business case and monitor and facilitate the construction of a new CDC on a vacant strip of land to the West of Barking Community Hospital. The CDC opened in spring 2024 and is a 1,100 sqm modular building that can host various diagnostic services, including X-ray, ultrasound, MRI, CT, blood tests, and endoscopy, in one single location to help support more than 70,000 local patients.

#### Willesden Centre for Health & Care, Brent

We worked closely with the Imperial College Healthcare NHS Trust and North-West London ICB, leading engagement with the PFI Company, to transform vacant space within the Willesden Centre for Health & Care to house a new 978 sqm CDC. £1.2 million was invested in this project to support early detection of serious health conditions through diagnostic services, including ultrasounds, ECG, ECHO, cancer screenings, and blood testing for more than 70,000 local patients.



## Some of our other projects...

### Finsbury Health Centre, Islington

Designed in the 1930s, this Grade-1 listed health centre serving Islington residents for almost a century was facing water damage and deterioration to the fabric of the building. We worked closely with the NCL ICB to plan and execute phase 1 works to restore this heritage site with the ultimate aim of taking it off the Historic England buildings at risk register.



### Harold Moody Health Centre, Southwark

South East London ICB asked us to take on the critical role of negotiating and managing the head lease of a new 3,500 sqm health and community centre under development in South-East London. We will be responsible for the day-to-day management and operation of the building, which will host two GP surgeries and various Trust-provided services for around 40,000 patients in an area of high deprivation.



### Brocklebank Health Centre, Wandsworth

We worked alongside Wandsworth Council to facilitate the replacement of the current 1960s health centre with a new modern 1,800 sqm facility on adjacent council land. The health centre is part of a wider urban regeneration project led by the Council, which includes 193 new homes. For this project, we partnered with the ICB, NHSE, Wandsworth Council and its developer, the Brocklebank GP Practice and Kings College London NHS Trust, over several years to ensure all necessary plans, contracts, leases, and funding mechanisms were in place. The build is now underway.



# Making the NHS more flexible: NHS Open Space



We want to offer more choice and flexibility to health, wellbeing, and community services using our buildings, and NHS Open Space is a core service to do this.

In the past year we have expanded to over 1,300 rooms across 215 sites, all available to book on a pay-as-you-go basis.

Rooms can be booked on an hourly, sessional, or daily basis, and range from examination rooms, to offices, to group activity spaces, meaning we can support both clinical and back-office services work more flexibly and avoid expensive leases when sole occupation of space isn't required.



Find out more about NHS Open Space at:

[www.property.nhs.uk/openspace](http://www.property.nhs.uk/openspace)

## Key stats about NHS Open Space:



**160+**  
services supported



**7,000+**  
users



**100+**  
NHS Trusts



**165**  
Healthcare organisations



**650k**  
bookings



**3.5m**  
consultation hours delivered





## Looking ahead

We are now looking ahead to the coming year and working with NHS colleagues to identify key priorities and finalise our project scopes. The fifth year of our Healthy Places programme will see an even greater emphasis on tackling health inequalities (supporting the levelling up agenda), developing community diagnostic centres and unlocking value for the system.

We are keen to collaborate more closely with ICSs to identify and support regional priorities and ICS estate strategies – both those we are already working on and emerging requirements from their infrastructure strategies.

Together with our NHS partners, we are aligning place-based planning and prioritisation to focus on Healthy Places projects which:

- Support the NHS Long Term Plan objectives and NHS England priorities.
- Deliver positive patient outcomes.
- Support local health economy plans from ICSs or national customers, helping to fulfil their healthcare and estate strategies.
- Support the implementation of ICS infrastructure strategies.
- Enhance collaboration across NHSPS to better support our customer.





## Get in touch

If you would like to learn more about a Healthy Places project or discuss options for next year, please get in touch with our Customer Service Centre who will connect you to the correct team.



0808 196 2045



customer.service@property.nhs.uk

You can explore more projects on our website, in our case study library:



[www.property.nhs.uk/news-insight/case-studies](http://www.property.nhs.uk/news-insight/case-studies)



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