

# Partnership and Collaboration

North Central London ICS Estates Delivery

2023/24



North Central London  
Health and Care  
Integrated Care System

# Introduction

***Nicola Theron, Director of Estates, North Central London Integrated Care Board***

Partnership and collaboration with over 30 partner organisations are the bedrock of our work. While this has been a challenging year for the NHS, and estates delivery has been no different, I am very proud of what we have achieved together. This summary illustrates the benefits emerging, the energy required, and the results delivered.

Since 2021, we have opened two new health centres every year. This continues with the work at Welbourne (Haringey), which opened earlier this year, and Andover (Islington) in 2025. Additionally, a two-year programme of small projects to repurpose rooms in primary care has made a big difference across 25% of our practices.

Working with North Central London Integrated Care Board (ICB) finance, primary care and contracting colleagues, we analysed NCL's primary care estate in depth. This allowed us to build the case to secure 5% of the ICB capital allocation (money earmarked to buy, maintain, or improve our fixed assets, such as buildings) for local care projects. This is equivalent to approximately £90m over ten years and we are confident it will attract matched funding from Councils, landlords, GPs and other partners.

To support delivery, we revised our Local Care Board governance to provide a strong oversight for projects, building on well-established working relationships across NCL's Population Health Improvement, Transformation, Sustainability, Digital, and Finance teams.

Estates is key to delivering improvements in access, experience and outcomes for patients, both directly and through its impact on staff satisfaction and retention. We are determined to continue to support our population health improvement ambitions through better facilities for patients and staff.

## Partnership and Collaboration

### North Central London ICS Estates Delivery 2023/24

#### Headline achievements



£16m invested in primary care and community estates schemes



£1.1m Section 106 investment\* (public realm improvements) across the system



Two HSJ award winners:  
Bronze 2024: Finchley Memorial Hospital CDC  
Gold 2023: Wood Green CDC



£30m capital and £75m of revenue invested into NCL's two Community Diagnostic Centres (CDCs) since programme started



19 collaborative projects underway, working with ICS partners to deliver patient benefits



Refresh of the NCL ICS Infrastructure Strategy

\*To note the s106 funding is a combination of received, secured, and identified funds over a 3-year period

# Partnerships with Councils

## Relocation of Andover Medical Centre in former London Borough of Islington office space

A £3.5m project is underway which will see the relocation of Andover Medical Centre from its current constrained and not fit-for-purpose premises to fully adapted former Islington office space. The Medical Centre is expected to move into its new premises in spring 2025.

Close partnership working between North Central London ICB and Islington Council has been fundamental to the success of the project, enabling funding to be secured and making the best use of public assets by repurposing void council space into prime healthcare space, directing investment in a way that aligns to ICS estates principles.

This inclusive, joined-up and borough-wide perspective on the delivery of primary care services has further strengthened existing relationships between the ICB and the council and supported joint working on other priority schemes across the borough.



*Andover Medical Centre Islington*

## One Public Estate: forming an NCL Partnership

Two partnerships (Haringey, Camden and Islington Partnership and Barnet and Enfield Partnership) that have been in existence since Phase 4 of the One Public

Estate (OPE) programme (2016) have come together as one NCL-wide partnership, offering benefits of working at scale, mirroring the NCL ICS structure and establishing closer alignment on the principles of collaboration.

These strong and well-established relationships between local authorities and the NHS have been successful in securing funding to support joint schemes, working with the Cabinet Office and the Local Government Association, enabling them to unlock land for new homes as well as support health and local authority co-locations.



To date, the two partnerships have secured over £900k of OPE funding for a wide range of projects across NCL. They have further secured funding from the London Brownfield Land Release Fund – over £10m across the NCL boroughs.

Building on this strong foundation, the new NCL wide partnership will support engagement, creating one place to go for OPE discussions. The vision being that it becomes the main forum to think strategically about regeneration and the joint role of health and local government in this space.

The partnership will focus on ‘place’ making and neighbourhoods – bringing this way of thinking into the OPE partnership, encouraging working across boroughs and focusing on pockets of deprivation and growth that often sit along borough borders.

***“We want to be able to influence as a collective and learn from successes within the partnership. We will continue to work closely with our borough colleagues to identify opportunities for investment, improvement & scope to recycle value to our local infrastructure.***

Henry Claridge, OPE Lead North Central London

# Partnership with providers

## Parkview Surgery refurbishment and branch relocation

*(Central London Community Healthcare NHS Trust-led)*

A primary care modernisation and relocation of a GP practice satellite site back to its main site. The scheme was delivered in partnership between NCL ICS partners and Central London Community Healthcare. The relocation of Parkview Surgery is part of the Colindale Integrated Hub and the wider Colindale Regeneration programme. The scheme has delivered the following benefits:

- increased primary care clinical and support capacity across two sites
- space, cost and workforce efficiencies
- workforce and service integration
- primary care estate rationalisation and a disposal in 2025
- reduction of the health system's void liability
- optimisation of the existing community estate
- workforce and service efficiencies
- improved facilities for staff, patients and visitors

## The Whittington and primary care: making the best use of space within Holloway Community Health Centre

A £1.3m project to urgently relocate the Northern Medical Centre (NMC) into under-utilised space within Holloway Community Health Centre is underway after the GP practice was displaced from their existing premises at short notice.

While NMC has already temporarily moved into Holloway Community Centre, work is necessary to increase clinic room capacity. We must also regularise leases. Working with our partners (Whittington Health, Community Health Partnerships, and the Islington GP Federation) has enabled NCL ICB to quickly relocate the displaced GP practice. This has not only secured a long-term home for the practice and its 9000 patients, but also improved their experience as the medical centre will soon be collocated with wider health care services.

The GP practice is expected to move into its permanent accommodation within Holloway Community Health Centre in autumn 2024.



*Holloway Community Health Centre*

# Partnering with property companies

## Torrington Park Health Centre Optimisation and refurbishment Programme (Phase 2)

The collaboration project between NHS Property Services, Barnet Council and NCL ICB has enabled the relocation of a local GP practice from tail estate to an existing core facility. The project has used multiple funding sources and delivered the following demonstrable benefits:

- increased primary care clinical and support capacity
- primary care estate rationalisation
- reduction of the health system's void liability
- optimisation of the existing core estate
- enhanced layout to support integration of primary care and community services
- delivered wider community services
- enabled the expansion of the Community Diagnostic Centre at Finchley Memorial Hospital
- improved facilities for staff, patients and visitors



*Torrington Park Health Centre*

## Finchley Memorial Hospital Community Diagnostic Centre, Phase 2 completion

Finchley Memorial Hospital (FMH) CDC is one of two CDCs making up a coherent population health strategic approach to CDC placements in North Central London, the second being at Wood Green.



Enabling works for Phase 2 of the FMH CDC project started on site in January 2023 and completed in September 2023, with the installation of a second MRI and fixed CT scanner. Since then, over 250,000 tests have been delivered.

Partnership working, delivery, capability and flexibility of existing good quality estate have been critical factors in overcoming challenges throughout the project. Partner organisations worked together and organised themselves to ensure timely communication and decision-making at all levels, with a golden thread between the strategic and the operational despite working in a very turbulent, fast-paced and changing programme environment.

Partnership working in the project has made a difference through:

- early sharing of risk and responsibilities, including finance
- commitment by all to regular project board to oversee delivery
- shared appointments to key roles
- agreed savings target, taking learnings from phase 1 into 2
- sharing data to support decision making around available space

The project won a 2024 HSJ Partnership Bronze Award for 'Healthcare Infrastructure Project of the Year'.



*Finchley Memorial Hospital*

# Partnership with private sector

## East Enfield Medical Practice and Brick Lane Surgery site relocation project

A primary care relocation scheme from two ageing, tail properties to a new, modern facility funded through GP capital has been successfully completed. The scheme will enable:

- increased primary care and administration support space/capacity for a growing population
- improved workforce and service integration
- primary care estate rationalisation and efficiencies
- improved facilities for staff, patients, and visitors
- increased workforce training facilities



*East Enfield Medical Centre*

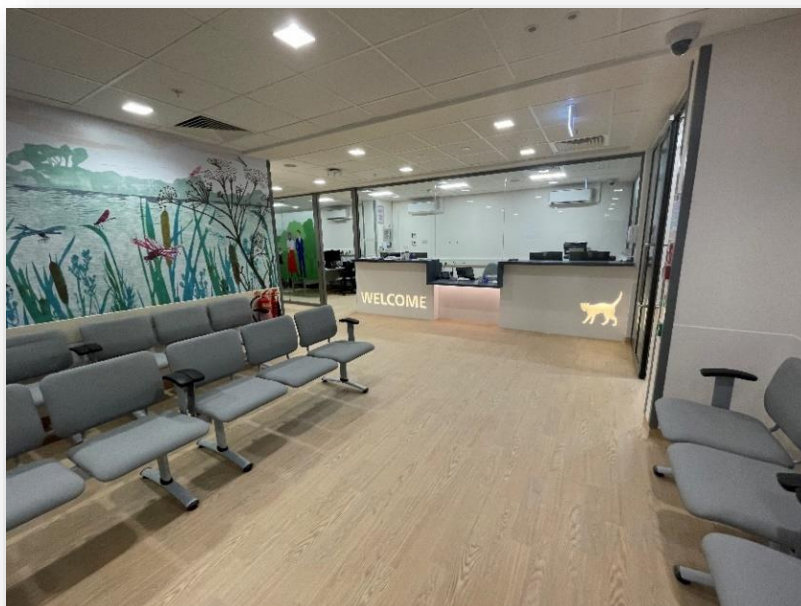
## Wood Green CDC formally opens its MRI and CT services

Since the operational launch of its lower ground floor in December 2023, Wood Green Community Diagnostic Centre (CDC) has been offering MRI and CT services to residents across North Central London. This complements the wide range of diagnostic tests already provided by the Phase 1 works, delivered in 2022 in Wood Green shopping centre.

The official opening of the CDC's lower ground floor was marked in February with two celebratory events. Firstly, the CDC team came together to celebrate the incredible work being done at the service and the positive impact the murals by Phoebe Swan are having on patients as they receive care.

The Lower Ground Floor was then officially opened the following day by Professor Sir Mike Richards. The event began with a presentation from Baroness Neuberger DBE, Whittington Health NHS Trust Chair, and Jonathan Gardner, Whittington Health NHS Trust Chief Strategy, Digital and Improvement Officer and SRO NCL Community Diagnostic Centres. A ribbon-cutting ceremony followed, and the celebration ended with a tour of the newly established MRI and CT facilities.

Partnership working made a difference in delivering the complex and challenging project, with a joint ICB and Whittington Health programme to ensure both system and organisational leadership. Shared capacity allowed us to deliver this complex construction project with robust risk management and a strong focus on place, working with Haringey and system partners, including GPs.



*Wood Green CDC – lower ground floor waiting area*

## Wood Green CDC facts and figures

- 75,000+ diagnostic tests performed
- 63,000 patients seen
- 77% of people seen live in the three areas of greatest deprivation in Haringey
- 80% of residents can get to the CDC in less than 45 minutes by public transport
- Extended opening hours: 8.30am – 7pm Monday to Friday, 9am – 5pm Saturdays
- NCL GPs can now refer directly
- AI in use to help triage and speed up reporting of bone x-rays

## Wood Green CDC innovative pilots in place

- 'Straight to CT' pathway, to detect primary lung cancer
- RDC pathway for non-specific symptoms (North Mid)
- Targeted Lung Health Checks pathway (UCLH)
- Sarcoma pathway (RNOH)



*Wood Green CDC stairwell – mural by local artist Phoebe Swan*

## Further news

### New state-of-the art mental health inpatient building ready for service users

*(North London Mental Health Partnership-led)*

The completion of Highgate East, a brand-new NHS mental health inpatient building on the Camden, Haringey and Islington border was marked on 1 March, by the handover of keys to North London Mental Health Partnership (NLMHP) who own the building, with an official opening ceremony in July.

Highgate East's cutting-edge design provides 78 single ensuite rooms, replacing ageing inpatient facilities at St Pancras Hospital in Camden and providing a purpose-built environment which will support the recovery of service users and significantly improve the working lives of staff. The new building has outdoor space from each ward, therapy spaces, a sports hall, and a new community café.



*Highgate East*

***“We’re delighted that this new purpose-built space is now open and able to help people affected by mental ill health recover in a state-of-the-art, therapeutic environment. Highgate East has been created with and for the people who will be using and working in it and replaces ageing facilities that were no longer fit-for-purpose.*”**

***“This new hospital is part of a wider programme of work to upgrade and improve old and decaying NHS buildings in North Central London and will ensure people are supported to get the help they need in the best facilities.”***

Nicola Theron, Director of Estates, North Central London Integrated Care Board

***“The mental health inpatient services moving to Highgate East are currently based at St Pancras Hospital, in buildings which were never designed to provide modern-day mental health care. Through our St Pancras Transformation Programme, we are delivering new therapeutic environments for service users and carers, and improved working environments for our staff.”***

Jinjer Kandola MBE, NLMHP Chief Executive

## **Welbourne Health Centre opens in Tottenham Hale**

The new Welbourne Health Centre in Haringey opened its doors to patients in July 2024.

The development is the latest in a series of exciting primary care estates improvements, funded through a multi-million-pound investment programme, which is helping to transform General Practice premises across North Central London and helping patients benefit from modern and accessible facilities which support the provision of high-quality primary care.

More than 25,000 patients will benefit from the £6.5m multi-purpose health centre, funded by NHS North Central London Integrated Care Board, in partnership with Haringey Council.

Set over three floors, the new centre features 24 spacious consultation rooms, as well as a variety of other spaces for clinicians including GPs, pharmacists, and more. It also allows the centralisation of the Lawrence House Group’s call centre team, with improved technology helping them to provide better support for patients.



*Welbourne Centre, Tottenham Hale*

## **Hospital trusts using national funding to help tackle waiting lists**

New facilities were opened at North Middlesex University Hospital, the Royal Free site at Pond Street, the Whittington Hospital, the Royal National Orthopaedic Hospital, and a Moorfields Eye Hospital satellite site in Stratford.