

The NHS LIFT Programme

Transforming the Primary Healthcare and Community Estate



The Nelson Health Centre, Merton

The NHS LIFT Programme (Local Improvement Finance Trust) is the Department of Health (DH) sponsored partnership between the public and private sectors. The sectors have come together, combining their skills, expertise, and resources to support, improve and deliver lasting transformation of the NHS primary care and community estate.

Community Health Partnerships (CHP) delivers the LIFT Programme through 49 individual LIFT Companies. LIFT Companies are the long term, Joint Venture partnerships between the public and private sectors.

The focus of LIFT Companies is to help their customers - Clinical Commissioning Groups (CCGs), NHS Trusts, GPs, Councils, CHP and NHS Property Services – achieve

their commissioning and estates requirements in a quality, and cost effective way.

Through jointly developing, and understanding the strategic vision of each Local Health Economy, LIFT Companies invest their significant professional, technical and financial resources to deliver for the NHS and local partners.

Transforming – Delivering – Flexible – Innovative

Background

NHS LIFT was established in 2000 by the DH as a way to deliver new models of healthcare that will transform primary care and community access to services across local communities. LIFT also delivers strategic estate planning and development capability that ensures maximum return from health investment.

DH joined with Partnerships UK (PUK) to create Partnerships for Health, now known as CHP. CHP set up the NHS LIFT Programme, and continues to act as guardians and public sector shareholders.

LIFT Companies are Public Private Partnerships (PPP) based on a 40% : 60% ownership. The 49 individual joint venture LIFT Companies were established in four phases of procurement (47 Lift Companies by 2005 and 2 Express LIFT Companies by 2010). Combined they cover 60% of England's population.

NHS LIFT in 2016

The NHS LIFT Programme, now in its 16th year of operation, has brought about the largest and most concentrated investment by the NHS and private sector in the primary health care and community estate. It has brought together private sector expertise, experience, funding and investment with the passion, skills and commissioning expertise of the NHS and Local Government.

In 2016, all of the LIFT Companies are a partnership between CHP, and in some cases local authorities, and the private sector (health developers and investors) including market leaders in the infrastructure sector. Initially the public sector shareholding was a combination of the Primary Care Trusts (PCTs), local government and CHP. The PCT shareholding transferred to CHP in April 2013 as part of the Health and Social Care Act.

The NHS LIFT Programme has, and continues to deliver transformation for the NHS and local communities in line with the Five Year Forward View. The results speak for themselves.

Over £2.5bn of new investment has delivered a significant portfolio of 339 fully integrated and well maintained facilities, occupied by over 1,200 NHS and public service organisations. Each NHS LIFT building is embedded in its local community.

- > Quality, modern clinical space home to over 500 individual GP and Primary Care Practices, and 76 NHS Trust Tenants
- > 44 fully integrated Joint Services Centres with Local Authorities (including 24 with libraries)
- > 8 purpose built multi million pound Health, Fitness and Wellbeing Centres
- > 12 Community Hospitals across England and the £50m Birmingham Dental Hospital and Dental School
- > Over 900 housing units delivered through partnerships with Registered Providers and National House Builders

Significant health and socio-economic outcomes have resulted from the investment in the NHS LIFT Programme; 9 out of 10 schemes are in areas with above average health needs and over 40% of all investment is in the 10% most deprived areas of England. An estimated £1.3bn has been injected into local Small and Medium Enterprises creating 30,000 local employment opportunities. (2013 Socio Economic Impact of LIFT, Amion Consulting).

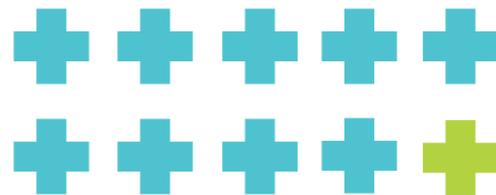
"LIFT Companies are listening to their customers and devising locally tailored, and commissioner specific options, solutions and efficiencies for the NHS estate"

LIFT Companies are actively supporting Strategic Estate Planning in England, working with CHP's and NHS Property Services' Strategic Estate Planning Teams, Commissioners, Local Authorities and the ONE Public Estate (OPE) programme.

- > Over 75% of LIFT Companies are engaged with their relevant CCGs with 60% actively represented on the Local Estate Forums
- > 30% of the 85 Strategic Estate Plans commissioned by CCGs in the CHP led areas were researched and written by their local LIFT Company on behalf of their customers

LIFT Companies have delivered in excess of £200m of capital works for the NHS including refurbishments, variations and new builds. During 2016/17 LIFT will:

- > Supply £7.5m of partnering services, consultancy, project management and technical services to the NHS including supporting the PCTF and ETTF programmes
- > Deliver CHP's £6.3m Capital Variations Programme
- > Work on the five integrated healthcare and community facilities totalling £73m in Barrow, Hull, Liverpool and London, all due for financial close in the next 24 months



Nearly 9 in every 10

LIFT projects are in areas with above average health needs

NHS LIFT Programme

49 individual LIFT Companies

CHP and local CCG representation on LIFT Companies

23 Individual Private Sector Partners (PSP) comprising developers and market leading investors such as Equitix, Amber and Morgan Sindall Investments

Services

LIFT is a PPP (Public Private Partnership)

LIFT delivers a wide range of property services to the NHS and is not just limited to new build. It also includes:

- > Master planning, land assembly and estate rationalisation
- > Consultancy: Strategic Estates Planning, Healthcare Planning, Business Cases
- > Development: Design, Sustainability, New Build, Refurbishment and Capital Works
- > Mixed use development (including housing)
- > Project Management
- > Innovative and cost effective funding solutions and financial modelling
- > Estate and Property Management
- > Asset Management

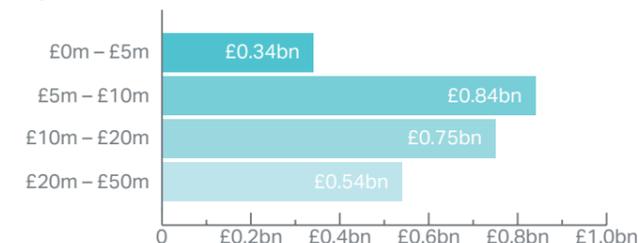
Investment in NHS LIFT

- > £100m public sector investment (through former PCTs and CHP)
- > £2.5bn total investment

LIFT developments across England



By Scheme Size



Governance

Each LIFT is a Limited Company. The shareholding comprises 40% Public Sector and 60% Private Sector Partners (PSP). CHP is the 40% shareholder on all but seven LIFT Companies where 10 Local Authorities, including Leeds, Manchester, Newcastle, Nottingham, Salford and Leeds City Councils, are also shareholders.

"40% of the profits from LIFT flow to the public sector for reinvestment in local health and social care"

LIFT Companies and their subsidiaries are governed by a Board of Directors and an independent Chair. The Public:Private Directorship ratio is proportional to shareholding. There is strong local determination and active involvement of the local health economy and local CCG representatives are represented on most of the LIFT Company Boards.

Subsidiary companies (called FUND Companies) are set up as the vehicles for the development and ownership of the NHS LIFT portfolio.

The Strategic Partnering Agreement

A Strategic Partnering Agreement (SPA) is signed by each LIFT Company and its local Participants (NHS, Local Authority and other public services) setting out the high level principles on how partners will act together over the long term (20 years) in a collaborative, partnering, non adversarial and open manner. The common aims are to deliver high quality local health services and to work with the local community and partners.

Many of the Acute and Mental Health Trusts were listed as 'contracting authorities' on the original OJEU agreement and went on to sign the SPA as Participants.

"LIFT can be used in the Acute, Community and Mental Health Trust Sectors"

National Coverage of LIFT

NHS LIFT Programme covers 60% of England's population and 40% of its geography. CHP is working with the DH to enable national coverage of PPP, allowing greater access to its benefits across the country.

Leases and occupation of the NHS LIFT estate

The LIFT Companies have developed, own, maintain and lease 330 high quality LIFT buildings to the NHS and Local Authorities, typically on the basis of 25 year leases. These are called Lease Plus Agreements (LPA) and Land Retained Agreements (LRA).

"LPAs are tenant friendly, leases that result in a single index linked (RPI) unitary charge (called a Lease Plus Payment) that includes all rent, lifecycle and FM costs plus a Service Charge"

CHP is Head Tenant for 305 NHS LIFT buildings and sub-leases these to its 1,200 NHS subtenants via two flexible options for occupation; an Under-Lease (a direct drop down of the LPA) or a standard sessional licence. CHP offers;

- > Only 1 month to complete Under Leases to occupy
- > Flexible break clauses (dependant on commissioning contract and length of under lease required)
- > Sessional licences complete in 7-14 days
- > CHP is 100% transparent on the Service Charge it levies and savings are passed on to Tenants and Commissioners

"CHP's Under Leases and Sessional Licences are easy to access and flexible to meet changing local commissioning needs and priorities"

3PD Development and LIFT Companies

Like all third party sector developers, and if requested by their customers, LIFT Companies also develop, own and lease primary care buildings on the basis of 3PD, typically using a commercial FRI (Full Repairing and Insuring) Lease.

The FRI Lease structure does not include full Life Cycle and Facilities Management (FM). These risks remain with the Tenant, therefore, leading to lower rental costs. The NHS will need to fund all the additional FM costs, including dilapidations at the end of the lease.

LIFT delivers Value for Money for the NHS

"Two independent NAO reports have examined the NHS LIFT Programme and confirmed that it offers value for money"

- > LIFT Companies are streamlined, focused and responsive to the needs of the NHS with well-established and relevant protocols, governance and standard documentation
- > Commissioning Plans are the key drivers. All schemes developed through the LIFT Programme must meet the specific needs of Commissioners and are all thoroughly appraised by the NHS as being affordable and value for money before Financial Close
- > LIFT buildings are built to a high specification, and are maintained for 25 years. All of the NHS LIFT estate

is therefore kept at Day 1 condition meaning that the NHS pays no additional monies for ongoing maintenance

- > LIFT attracts and secures competitive rates of private funding to the benefit of the NHS
- > Public capital can and has been used on a number of LIFT schemes reducing the Lease Plus Payment
- > LIFT Companies can and have also used public capital to design both new builds and refurbishments across the NHS estate
- > CHP has tendered the Soft FM Contracts and savings are expected to be realised and passed on to Tenants and Commissioners in 2016/17
- > CHP is working to reduce the Service Charge element of occupation

LIFT is a flexible model for the NHS

- > NHS LIFT space (clinical and administration) can and is regularly altered to respond to Commissioning Plans and Tenants needs through variations, extensions and refurbishments. CHP will work with the LIFT Companies to deliver these for you
- > LIFT Companies provide access to a skilled, and immediately available professional estate, investment resource and supply chain, enabling the Commissioners and Trusts to focus their resources on patients
- > LIFT offers flexible, and tenant friendly lease arrangements including sessional licences to occupy
- > As explained above, the LIFT Programme can use public capital to deliver for the NHS

Case Study

In 2016 Widnes Health Care Resource Centre in Merseyside has been reconfigured through a £850,000 CHP funded capital variation to create the Widnes Urgent Care Centre. NHS Halton CCG are seeing an early and significant reduction in A&E admissions.



Widnes Urgent Care Centre

Utilisation: Making best use of the NHS LIFT estate

CHP is working with local Commissioners and LIFT Companies to make the best use of the estate, through reducing voids and better utilisation.

"CHP has introduced and is rolling out an active Centre Management programme, including a room booking module across its 305 facilities. Best use of the LIFT estate will be delivered by working closely with Commissioners, Providers and Tenants"

Case Study

A joint programme commenced in November 2015 between CHP and Hull Citycare LIFT Company. It is delivering better NHS tenant relationships and £80,000 in savings to the local NHS each month



Hull Citycare Centre Management

Innovation through CHP and NHS LIFT

The ongoing, focused, leadership and innovation of CHP, working with the LIFT Companies, is responding to the needs of the NHS and Local Government environment.

- > Private sector innovation continues to be harnessed to the benefit of the NHS
- > Working with CCGs, STPs, Local Estate Forums, Trusts and Local Government – including the One Public Estate Programme – to deliver transformation through a shared understanding of the joint estate
- > WiFi access will be rolled out over the next year across the NHS LIFT estate where CHP is head tenant
- > Public and community engagement is extensive across the LIFT Programme, for example the Free Space Gallery initiative at Kentish Town Health Centre promotes Health and Wellbeing via the Arts



Kentish Town Health Centre

NHS LIFT Companies



339 integrated health, community and wellbeing centres delivered by the NHS LIFT Programme

- Primary Care and Community Health Care • GP Practices •
- Integrated Joint Services Centres • Leisure and Wellbeing Centres •
- Local Authorities • Housing • Education • Social Enterprise •
- Third Sector • Arts and Community

Primary and Community Centres home to 1,200 NHS and Partner Organisations

Kentish Town Health Centre, London
 £10m award winning primary care centre developed by Camden and Islington Community Solutions LIFT Company provides innovative and leading edge integrated services to patients



Orford Jubilee Community Hub, Warrington

£6m scheme developed and owned by Renova Developments LIFT Company comprising a health centre housing 3 GP Practices, Mental Health and Community Services, linked to wider regeneration, sports facilities, outdoor pitches, swimming pool, library, local college and high school



12 Community Hospitals across England with a combined value of over £200m

South Bristol Community Hospital
 £45m scheme developed and owned by Bristol Infracare LIFT Company, providing Bristol Urgent Care Centre, Day Surgery and diagnostics closer to home



Birmingham Dental Hospital and School of Dentistry

£50m scheme developed and owned by Birmingham and Solihull LIFT Company, working with Birmingham Community Healthcare NHS Foundation Trust and the University of Birmingham. It is the first integrated dental hospital and dental school built in over 40 years



8 Health and Wellbeing Centres across England with a combined value of £134m

Full integration of health, community, leisure and wellbeing services through joined up commissioning

Bolton One

£34m scheme developed and owned by BRAHM LIFT Company comprising a £25m swimming pool and fitness suites, University of Bolton teaching and research facility and wide range of GP Out of Hours and Community Services



St Peter's Health and Leisure Centre, Burnley

£28m integrated health and wellness facility developed by East Lancs Building Partnership LIFT Company, serving 90,000 people comprising indoor leisure, pool and sports hall, primary and community care services



LIFT Companies, Housing, Extra Care and Key Worker Accommodation

Integrated and mixed use health, community and residential developments have been delivered by LIFT Companies.

"Over 900 new housing units have been delivered by NHS LIFT working with Registered Providers, Trusts and housebuilders"

Parkview Centre for Health and Wellbeing, London

£17.4m health and wellbeing centre and 170 new apartments developed by West London Health Partnerships LIFT Company working with Notting Hill Housing



Forest Road Health Centre, Edmonton, London
 Developed by North London Estate Partnership LIFT Company including 80 new build units of which 43 are for extra care



Strategic Estates Advice, Master Planning and Land and Site Assembly

Each of the 49 LIFT Companies can provide a full range of professional, technical and consultancy services to the NHS and Local Partners. For example, Community Ventures Leeds LIFT Company is retained by Leeds Community Healthcare NHS Trust as master planner and estate rationalisation adviser.

Strategic Estates Planning

LIFT Companies are actively supporting Strategic Estates Planning in England. 30% of the 85 plans commissioned by CCGs in the CHP led areas were researched and written by their local LIFT Company. Over 75% are engaged with their relevant CCGs.

Master Planning and Site Assembly

Queen Elizabeth II Hospital, Welwyn
 Assemble Community Partnership LIFT Company, worked with East and North Herts NHS Trust and CCG to masterplan and obtain outline planning permission for the whole site redevelopment, including provision for 100 new houses and a 60-bed care home. The £30m Hospital opened in 2015



St James' Hospital, Portsmouth
 Hampshire LIFT Limited, a joint venture between Solent Community Solutions and South West Hampshire LIFT, working with Portsmouth Hospitals NHS Trust, NHS Property Services and local Commissioners, have produced the master plan of the site for redevelopment, including the release of land for 300+ new houses and the potential for £4m in savings per annum

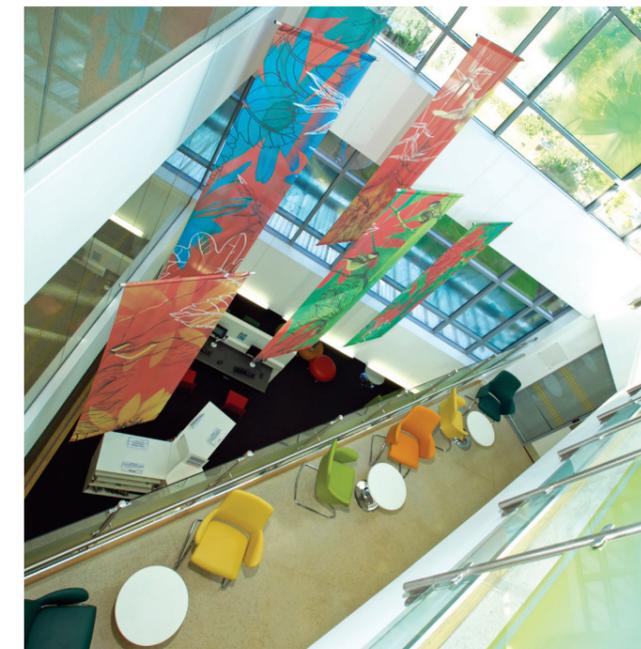


Mill Rise Village, Staffordshire

Prima 200 LIFT Company, working with Newcastle Under Lyme Council, the Homes and Communities Agency, RENEW Pathfinder and Aspire Housing, strategically planned the 11 acre site for mixed use development including the £15m Milehouse Primary Care Centre and 60 new homes for the over 55's



Sparkbrook Community Hub and Health Centre, Birmingham





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