



White City

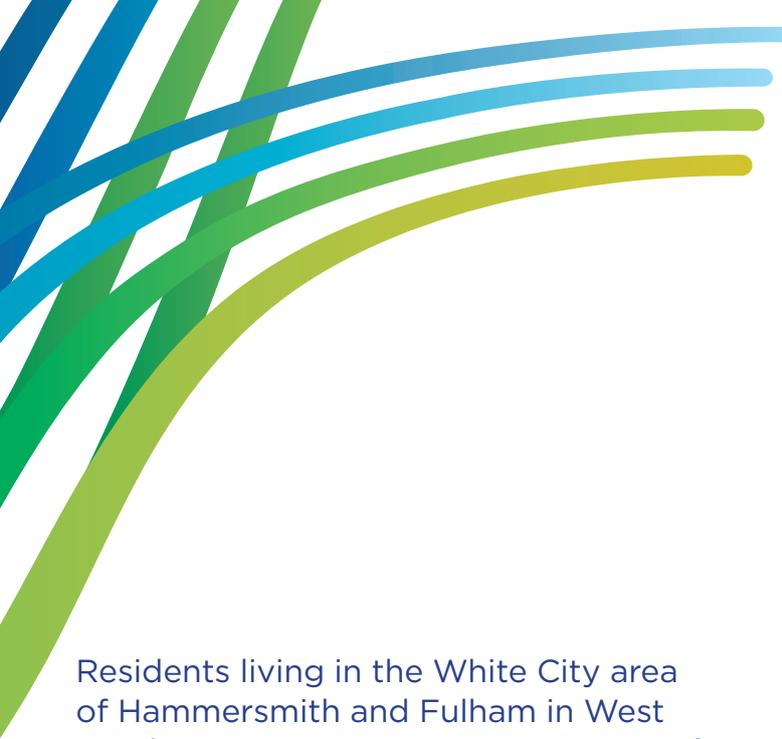
Case Study



Fulcrum

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White City – The Challenge

Residents living in the White City area of Hammersmith and Fulham in West London are enjoying promising signs of inward investment including the Westfield Shopping Centre and new housing. But as with many developing, diverse inner city areas, local families also face some difficult health issues such as childhood obesity, strokes and lung cancer.

The much-anticipated White City Collaborative Care Centre, one of the most complex and ambitious projects ever tackled by Fulcrum Group under the NHS LIFT programme, aims to support the growing local community by placing good health firmly at the heart of development plans. Due to open in early 2014, the project will deliver a range of health and social care services from state of the art buildings in a busy new central hub building. A pharmacy, mini supermarket and modern housing, will complete this long-awaited new development.

Early discussions began in 2005 about the possibility of bringing health and social care services together in a “one stop shop” building. The plans also included housing and retail units sitting alongside health services to help boost regeneration and inward investment into the area.

The project will bring major benefits for local residents who will have access to a wider range of health and social care services delivered from a vibrant, new neighbourhood building, rather than travelling to a local hospital or community centre.

Fulcrum was able to bring the new development to successful financial close using the NHS LIFT programme, the Public-Private Partnership set up with NHS Hammersmith and Fulham and two other local PCTs with the aim of transforming the primary and community healthcare estate and improving the health of local people. By working in partnership, Fulcrum was able to produce a scheme that was deemed Value for Money in the formal appraisal.

A project on the scale of the White City development was always going to be a challenge for the project team. But in this case, added external factors such as a shifting local and national government landscape, major NHS reforms and turbulent economic conditions added to the complexities.

Facts and figures

- The total construction cost of the project is £28.22m made up of £7.22m Health and social care £20.45m residential and £0.55m retail
- The development will include a base for up to 12 GPs and their primary health care teams in the new 3,400 square metre health centre building
- The 170 new affordable housing units will offer a mix of shared ownership and low cost market discount properties
- The development is funding a major investment to upgrade Wormholt Park including the creation of a new public area to be used for a variety of community purposes
- Sustainable energy features will include photovoltaic roof panels to generate electricity and energy saving combined heat and power boilers



Collaborative Care at the heart of the community

Given the clear health challenges facing many across the White City area, it might have been an obvious solution to develop a standalone primary care project. But the partners saw the strategic importance of a larger integrated project.

Richard Ashcroft, Chief Executive of Fulcrum said:

“A single use health centre might have been less of a planning challenge, but we could always see that the best outcome for the community would be to bring health and social care together under one roof allowing a more efficient and effective integration of services. This was always our partners’ key objective and, despite some of the difficulties, the scheme has stayed true to this underlying aim.”

Working together with Fulcrum, the main project partners - NHS Hammersmith and Fulham, the London Borough of Hammersmith and Fulham, Notting Hill Housing Association and the Department of Health’s Community Health Partnerships - have delivered a project which will allow four GP surgeries to transfer from out of date premises into a suite of modern consulting rooms offering a much wider range of health services in flexible rooms which can be used by a variety of service providers.

Consultations are still underway but facilities at the new centre could include:

- Space for four GP practices with capacity to increase the number of registered patients from 10,000 currently to 25,000
- Community nursing and health visiting services
- Speech therapy
- Mental health services
- Services for children with disabilities
- Physiotherapy
- Minor surgery
- Dentistry
- Podiatry

Retail units will house a pharmacy and mini supermarket. The adjoining residential development will include over 170 new affordable housing units ranging from studio flats to three-bedroom family accommodation. The new housing will be provided by Notting Hill Housing Association. Nearby Wormholt Park is also set to benefit from a major investment as part of the scheme.



Why Fulcrum

Fulcrum succeeded in delivering this complex project through a combination of tenacity and extensive sector experience that helped them overcome the many problems that threatened to derail the scheme. Also, as the lead shareholder in the public-private partnership, Fulcrum had a long term interest in making this multi-agency project work.

Fulcrum had a clear focus throughout the project on:

- Improving health outcomes
- Community engagement
- Delivering value for money
- Managing complex legal, financial and development structures

Geoff Alltimes, was Joint Chief Executive of Hammersmith & Fulham Council and PCT during the development of the project. He said:

“The overarching aim of the project was to improve primary health care services in the White City area so that it would make services more integrated, more accessible for local people and to deliver more effective primary health and social care services. We wanted local GPs to work more collaboratively with each other and with social care and community health services. We wanted them to offer a wider range of more accessible services and we wanted them to be able to provide better management of long term conditions such as asthma and coronary heart disease to reduce emergency attendance at the local A & E departments.

“We felt that these objectives could not be achieved by operating from the existing poor quality facilities and that we needed to invest in a new high quality collaborative care centre that would enable our staff to meet these objectives.”
Richard Ashcroft said:



What the new centre means for the White City residents

“Community engagement was - and continues to be - particularly important on this project. While we were dealing with all the external issues, we also had to ensure that the local community were kept informed and had a say in shaping the type of development they wanted in their community. We are committed to continuing our support for community groups, for example by funding the improvements at Wormholt Park and sponsoring healthy eating advice.

“It was also important that all the parties involved showed tremendous determination and commitment to work through the complex legal, financial and development structures. In the latter stages of the project Fulcrum played a key leadership role in bringing all the parties together to work as a highly effective partnership.”

Martyn Evans project director at Fulcrum said:

“Value for money is an issue across all sectors, and health is no exception. Financial viability was one of the most important issues for the White City scheme - and in the current economic climate it is an issue that can only become more significant as developers seek new ways for primary care schemes to demonstrate value for money.

“Pressure on budgets means that the days of new single-use primary care facilities are probably numbered. Increasingly, schemes have to involve partners and facilities such as residential developments that offer the potential for economic return.”





Now, with the planning negotiations complete and construction work finally underway, local GPs and residents can look forward to a new chapter in the development of health and social care services in the White City area.

Dr Tim Spicer, Chair of Hammersmith and Fulham Clinical Commissioning Group said:

“This new health centre is central to our plans to develop integrated health and social care services for the residents of White City. We will be developing a full GP service with better, large treatment rooms and there is also space for other services such as dentistry, minor surgery and

chiropody. A new integrated centre for children with disabilities will offer radically improved access, co-ordination of services, assessments and treatment in a space which parents and families will feel is welcoming.”

Councillor Nick Botterill, leader of Hammersmith and Fulham Council, said:

“This is an exciting time for White City, with several projects underway to ensure a brighter future for all who live or work in the area. The Collaborative Care Centre will offer a vital suite of services designed to address the specific health needs of the neighbourhood.



“Hammersmith and Fulham Council is supporting the community to come together under the banner of Team White City, enabling local people to have much greater influence over how decisions are made and resources are used. By working closely with health leaders, Fulcrum and community groups, we can ensure that this ambitious scheme plays an important part in that process.”

The successful development of the White City Collaborative Care Centre is one of the key building blocks in the broader regeneration of the White City neighbourhood. Fulcrum’s efforts and expertise have helped to make this ambitious and complex scheme a reality and it is a pointer to how schemes delivering partnership and integration will become increasingly common.

Fulcrum is owned by Meridiam, a specialist European Investment Management Company that is committed to develop projects promoting urban regeneration. Meridiam have a long track record of working in partnership with local government, health authorities and transport bodies across Europe and North America. Meridiam shares the public sector ethos of improving the lives and environment of local communities through the development of innovative solutions and by the application of commercial financing models. Backed by many of Europe’s leading pension funds, Meridiam brings a longer-term perspective to regeneration and commitment to partnership working, eschewing the short-term profit taking models used by private equity and hedge fund investors.





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