



Surbiton

Case Study



Fulcrum

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Surbiton – The Challenge

People living in Surbiton, South West London, saw the first fruits of an important local project when a new school, Lime Tree Primary School, opened in September 2012. The second phase of the plan, a state-of-the-art health care centre opened in March 2013. They sit next to each other on the site of the old Surbiton Hospital.

The challenge

Health and local authority staff came together in 2009 to discuss the best way to respond to Surbiton's growing popularity as a place to live for families, and for people who want to commute into the centre of London. Providing the best health and education services for a growing local community were priorities for everyone involved.

Both health and local authority services were under pressure. The local authority urgently needed more primary school places, and to be sure that children need not travel far from home. The health service needed to modernise the facilities at Surbiton Hospital and the adjacent Oakhill Health Centre.

The response

NHS and education managers decided to develop a new primary school and a new primary and health care centre. They were built on the site of the old Surbiton Hospital by South West London Health Partnerships – the public-private partnership owned by the NHS and the Fulcrum Group .

Lime Tree school welcomed its first nursery and reception class pupils in September 2012. It provides 60 additional primary school places each year for local children. The new Surbiton Health Centre is home to four general practices, and community health services which will include dental, urgent care and outpatient clinics. Many services will soon be available 12 hours a day, seven days a week.

New buildings – and new partnerships

This £16m project is not only about buildings. Different sorts of partnership are at work. They mean that health and education services will work together for their community and the long term, and that the new partnerships will continue to grow and develop. They say: 'This is the way the NHS and the local authority will do business in the future'.

New partnerships

The Surbiton Health Centre is one several projects which form the NHS LIFT programme for South West London.

The NHS chose the Fulcrum Group as the private sector partner for its LIFT programme and, together, they created South West London Health Partnerships to design, build and then look after the health centre and a number of other similar projects across South West London. It became clear very early in the planning process that close collaboration with the local authority, The Royal Borough of Kingston-upon-Thames, would mean much better use of time, expertise and other resources. They agreed that both a new health centre and a new primary school should stand on the site of the old Surbiton Hospital.



Collaborative Care at the heart of the community

The partnership helped the health and local authorities work together in different ways. They looked at the development from several different points of view. They wanted to:

- create buildings which allow staff to do their best work
- make the most of the connections between the health centre and the school, and the people who work there and use them
- be sure that the buildings are energy-efficient
- help people learn about how to be and stay healthy

They consulted widely and then made a joint planning application. One architect designed both buildings and one contractor built them. They were finished within two years of the first consultations on the plans.

Nicola Theron, the general manager of South West London Health Partnerships says: “The partnership approach is at the core of LIFT. Our ability to work with our partners and navigate the project through the complex planning and procurement processes right through from the drawing board to the building site was key to its success.” Clinton Pascoe, Head Teacher of Lime Tree, says: “This approach has led to a unique community development which will act as a hub for local services and is one that maximises cost benefits by sharing planning, design and development costs.”

The project is also a catalyst for a new approach to collaboration between general practices. The general practitioners moving into the new centre have formed a joint venture which will allow them to share reception and administrative support and IT systems. Patients will

notice a more streamlined and effective service and the practices will reduce their management costs.

Health and education services

The partners were determined, from the outset, to create strong links between health care and education. They are finding different ways of putting health at the heart of educational excellence and providing health care support for the pupils and their families.





What the new centre means for the Surbiton residents

Dr Phil Moore, one of the GPs involved in the project and who will be working at the new centre (and Deputy Chair of Kingston Clinical Commissioning Group) says: “The fact we will be sharing a site with a new primary school offers many opportunities. We will be exploring specialist support services tailored to the needs of the pupils at the same time as encouraging healthy lifestyles for the children and their families.”

Clinton Pascoe, adds: “The curriculum will have a strong focus on health. This will feed into the curriculum through physical education, the development of social skills and emotional literacy, healthy eating and raising awareness of wider health issues such as illnesses, diseases and immunisation.”



Environmental benefits

The collaborative approach is also evident in the way the new buildings are managed. The two buildings share a heat and power centre, and save 40% of their energy costs as a result. The BREEAM ratings (which relate to international standards for sustainable building design construction and operation) for the health centre and school are, respectively, “excellent” and “very good”.

Energy efficiency covers just one important aspect of the ‘sustainability agenda’. The partners looked at other issues, including transport, food and learning. The Surbiton centre is on a major bus route, there are several bicycle racks, green spaces throughout the development, and the school has both a roof top garden and an allotment.

Partnerships and the future

The partners’ work will continue long after all the services are established in their new homes. It will take the form of the Surbiton Education Health Trust - the first of its type in the country. The school will be managed as a Trust, with the health partners as trustees. Part of their role will be to support the integration of services across the two facilities, maintain the links between them and see that they continue to deliver effective services in the most efficient way.

Another aspect of the partnership’s work which will endure is the experience of completing the development during a period of great organisational and economic uncertainty for everyone concerned. It would not have been possible without the high-level commitment, flexibility and determination of the organisations and individuals involved with the project.





Cost benefits and Fulcrum



Fulcrum is involved in three other joint venture companies like South West London Health Partnerships and has a portfolio of over 40 projects with a capital value of more than £460million. Surbiton is one of a number of complex, multi-agency regeneration projects that Fulcrum has developed recently. It brings all its experience to bear on each new project using tried and tested working methods and simple supply chains. As a result, the Surbiton project was completed in less than half the time of comparable developments and with significant budget savings, including;

- Construction costs 10% lower than other similar projects
- Rental costs 14% lower than other similar projects
- One of the lowest cost per square metre projects of all the new primary care buildings developed by the London LIFT projects

Nicola Theron said: “Our aim was to drive continuous improvement with each successive project. Any lessons learned are passed on (to the partners) to achieve higher value for money. This project has been a lesson in partnership working. It shows that with flexibility and perseverance, it is possible to meet the needs of two different services and at the same time, exploit the common ground between them for the benefit of local communities. The result is that a vibrant new community health and education hub, that will benefit local families for generations to come, has replaced a decaying former hospital.”



Speaking about Fulcrum's work, Dr Phil Moore said:
"Fulcrum has been a consistent, supportive and innovative partner who has worked hard to design and deliver solutions that meet the requirements of the clinicians and commissioners. The result is a building of which we can all be proud and will produce genuine improvements for local people."

Fulcrum is owned by Meridiam, a specialist European Investment Management Company that is committed to develop projects promoting urban regeneration. Fulcrum owns 60% of South West London Health Partnerships Developments along with the local NHS and the Department of Health. 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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