

**Building Better Health:
NHS Property Services
and the London ICBs
working in collaboration**



In line with the NHS, NHS Property Services (NHSPS) has adopted a regional approach to support Integrated Care Boards (ICBs) and Trusts. We've four regions: North, Midlands, South and London. This regional case study focuses on the work that we've delivered in partnership with our customers in the London region.



Since 2020, we've delivered over **50 Healthy Places** projects in London to help the NHS get the most from its estate and drive better health outcomes for patients and clinicians.



We have focused over **60% of project funding** in 2023-4 on **higher areas of deprivation** to help achieve maximum impact from NHS investment.



More than **500,000 patients** have benefitted from completed transformational projects that we have delivered in partnership with the London ICBs.



Background

The NHS in London faces significant challenges related to its physical estate. Like the rest of the country, there are many ageing facilities with challenges due to changing service requirements, location needs and limited capital investment, making modern healthcare more complicated to deliver.

The pressure of an increasing London population exacerbates these issues, leading to overcrowded facilities and strained resources. In addition, the general cost of property presents a challenge to expanding or taking on new facilities. These limitations affect the capacity to meet the growing demand for services and the ability to implement new technologies and improve patient care environments.

As a result of this landscape, it's crucial that better space optimisation and utilisation, along with targeted timely capital investment, are placed at the top of the agenda for all parties managing the NHS estate. **This prioritisation is the key to modernising the NHS estate, reducing vacant space, enhancing healthcare delivery, and efficiently meeting future needs.**

London data

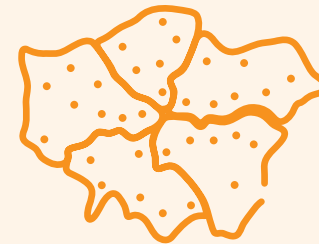


Population:

9.1 million

people across

32 London boroughs



33

local authorities



5 ICBs



134 hospitals and

1,500 GP practices.



NHSPS owns **291** properties.

London has a density of

5,726

people per sqkm, compared to England's

434 people per sqkm.



Overall, men and women's life expectancy in London is

79

and

83.5

years respectively.

There are significant inequalities in life expectancy, which are heavily determined by where in London you live. For example, in Tower Hamlets, the average life expectancy is **78.4** years for men and **82.7** years for women.



Healthy Places programme

In April 2020, we created our Healthy Places programme. The aim is to deliver projects that help the NHS get the most from its estate and drive better health outcomes for patients and clinicians. Alongside our capital investment programme, Healthy Places supports customers with their requirements to focus on:



Tackling health inequalities

We are dedicated to reducing health inequalities in London by helping to develop healthcare facilities that enhance access to essential services in under-served areas. Key projects include the [Gallions Reach Health Centre](#), the [Harold Moody Health Centre](#), and the [Goodman's Field Health Centre](#). These centres provide vital services and modern facilities, ensuring that diverse communities across London receive the healthcare they need. Through these efforts, we are committed to promoting equitable healthcare access and improving overall health outcomes in the region.



Supporting our GP community

We are committed to supporting our GPs by ensuring that healthcare facilities are well-maintained and adaptable to the changing needs of healthcare delivery. By investing in and refurbishing key properties like [Raphael House](#), [Torrington Park Health Centre](#), and [South Westminster Centre for Health](#), we enable GPs to provide high-quality care in modern, efficient environments. These improvements not only enhance patient experience but also help GPs offer a wider range of services and accommodate more patients. This commitment to maintaining and upgrading healthcare facilities underscores our role in supporting the GP community in London.



Sustainability

We are championing sustainability in London's healthcare facilities through innovative projects. Our work includes restoring heritage buildings like the [Finsbury Health Centre](#), integrating advanced sustainable designs at new sites like [Wood Wharf Health Centre](#), and implementing eco-friendly initiatives in [Torrington Park Health Centre](#). These efforts are part of a broader strategy to reduce carbon emissions and enhance energy efficiency, demonstrating our commitment to a greener future for healthcare in the capital.



Unlocking value

We help to create greater economic, healthcare, community, and operational value in London by upgrading facilities like [Brocklebank](#), [Belmont](#), and [Chiswick Health Centres](#). These improvements and new builds lead to reduced operational costs, enhanced patient care, stronger community engagement, and better working conditions for healthcare professionals. Through these efforts, we help our ICB partners to deliver efficient and sustainable healthcare in London.



What has the Healthy Places programme delivered in London?

Since 2020, we've successfully completed more than 50 projects in collaboration with Integrated Care Boards (ICBs). Our work with our London partners remains strong, having identified, advanced, or completed customer projects across 100+ sites. Many of these initiatives are ongoing, multi-year transformations designed to meet integrated service requirements.

Since we began, the London Healthy Places programme has achieved the following benefits for the NHS:

- **Over 10,000 sqm** of vacant/void space removed or repurposed.
- **Circa 20,000 sqm** of space improved and modernised.
- Over **£50 million** of NHS capital deployed for customer projects.
- More than **500,000** patients benefitted from completed transformational projects.
- Income generated from disposals of surplus property amounts to over **£40 million**. Much of this has been reinvested or earmarked for ICB priority projects at our sites.

For London specifically, we have focused over **60%** of project funding in 2023-4 on higher areas of deprivation to help achieve maximum impact from NHS investment.



 Our Service Offer

 Secure funding

 Transforming underused space

 Recycling disposal capital

 End-to-end delivery

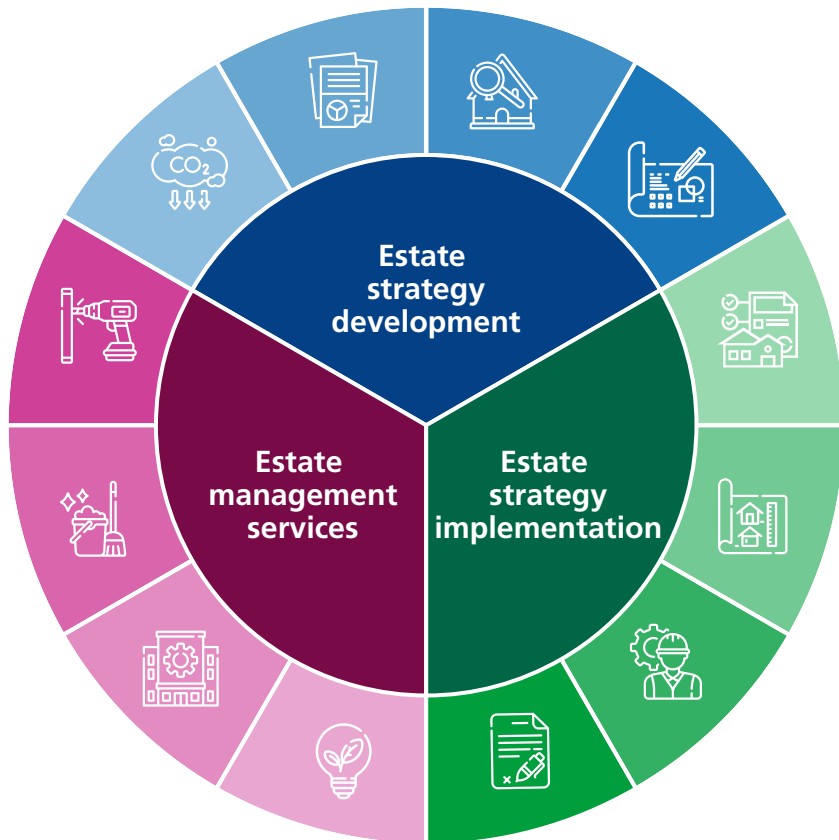
 Social prescribing

 Enabling CDC facilities

 Protecting heritage sites

Our service offer

Our complete life cycle of services helps our customers better assess, adapt, and maintain their estate at every stage of its life. In this case study, we showcase London projects highlighting services from all three service categories.



<p>Estates strategy development</p>	<ul style="list-style-type: none"> • Strategic estate planning • Options appraisals and funding solutions 	<ul style="list-style-type: none"> • ICB business case development • Net zero strategy
<p>Estates strategy implementation</p>	<ul style="list-style-type: none"> • Estate optimisation and space utilisation • Town planning • Property development 	<ul style="list-style-type: none"> • Lease advisory • Property disposal and re-investment • Capital project management
<p>Estates management services</p>	<ul style="list-style-type: none"> • Hard facilities management • Soft facilities management • Property management 	<ul style="list-style-type: none"> • PFI management • Statutory building compliance • Carbon reduction and energy management



Our Service Offer



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Protecting heritage sites

Securing funding to make the most out of existing spaces

In a rapidly evolving healthcare landscape, it's essential for health partners to secure available funding to improve and modernise the health estate. Over the past four years, NHS Property Services (NHSPS) has led several notable collaborations within the London region, unlocking significant investments through initiatives such as the Estates Transformation and Technology Fund (ETTF) and the Sustainability and Transformation Partnership (STP) programs. Our expertise in strategic planning and funding applications has enabled the optimisation of existing spaces, creating patient-centric environments.

By making the most of the available spaces, NHSPS has transformed underutilised areas into modern facilities that meet the population's evolving needs. These strategic efforts have not only enhanced healthcare infrastructure but also significantly improved health outcomes for London's communities. We are committed to helping partners maximise existing spaces to ensure that we more effectively utilise all space for the benefit of patients and healthcare providers.



Crown Dale Medical Centre, Norwood (South East London ICB)

The Crown Dale Medical Centre in Norwood, under the South East London ICB, successfully secured **£3 million** from ETTF to expand its net internal area (NIA) from 360 sqm to 605 sqm, enhancing patient facilities. This funding allowed for new consulting and treatment rooms, upgraded reception and waiting areas, and advanced IT systems, ultimately broadening the range of services offered, such as physiotherapy and diabetic clinics. Improved accessibility and new training opportunities for healthcare professionals have revitalized the medical centre, ensuring it can better serve the local community's healthcare needs.

“ I couldn't be more delighted to see Crown Dale operating from its newly refurbished premises. This refurbishment involved a huge amount of work across different partners through the period of the pandemic.”

“Bringing it to fruition was no small achievement. It means a wider range of services can now be offered from the Practice, allowing patients to benefit from a variety of skilled members of the primary care team, beyond GPs and practice nurses. This is part of our broader developments within primary care across Lambeth to best meet the needs of our local population.”

Andrew Eyres, Corporate Director, Integrated Health and Care, NHS South East London ICB and Lambeth Council



Our Service Offer



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Protecting heritage sites



Milson Road Health Centre, Hammersmith & Fulham (North West London ICB)

Milson Road Health Centre, a primary care facility, needed a complete refurbishment to improve its services and co-locate two practices. Working with the ICB, we secured **£1.6 million** through the Estates and Technology Transformation Fund (ETTF). Milson Road Health Centre services 16,000 patients in the local community.



Village Practice, Islington (North Central London ICB)

The Village Practice in Islington, under the North Central London ICB, underwent a complete renovation and expansion, thanks to a **£1 million** investment from ETTF. This project has significantly increased the practice's capacity and quality, adding 500 additional appointments per week. The collaboration with the ICB ensured that the new state-of-the-art facilities meet the highest standards, ultimately enhancing service delivery and patient experience in the local community.



Willows and Biggin Hill clinics, Bromley (South East London ICB)

Two clinics in South East London required improvement works to provide better care for the local population and improve the working environment for staff. The ICB secured Section 106 funding, and we provided an additional capital contribution of approximately **£200,000** to enable the works to be completed in 2023.



Our Service Offer



Secure funding



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Protecting heritage sites



Erith Health Centre, Bexley (South East London ICB)

Erith Health Centre, located in Bexley, South East London, serves 5,000 patients and recognised a need for more space and improved facilities to meet the growing demand for primary care. In collaboration with the ICB, the centre secured **£400,000** of ETTF capital in 2021. This funding was used to refurbish, reconfigure, and enhance 400 square metres of space, resulting in upgraded medical equipment, expanded consultation rooms, improved accessibility features, and better workflow, ultimately ensuring that the centre could continue to provide high-quality care to its expanding patient base.



Earl's Court Health & Wellbeing Centre, Kensington & Chelsea (North West London ICB)

We worked alongside the ICB to secure **£280,000** of funding to convert 100 sqm of space into modern clinical space. This project supported a nearby GP practice to move into the Earl's Court Health & Wellbeing Centre to improve the quality of services provided to their 9,000 patients.



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites

Transforming and repurposing vacant and under-utilised space

Facing capital constraints, the NHS and public sector must collectively optimise the use of existing health spaces, especially in London where expansion opportunities are limited. NHS Property Services (NHSPS) is spearheading efforts to identify and repurpose small clusters of vacant space, creating new opportunities for patient care without significant new investments. Our vacant space optimisation initiative exemplifies this commitment.

By being prescriptive in commissioning and consolidating back-office functions, NHSPS can create agile, modern working environments. Initiatives like the Vacant Space Handback Scheme enable commissioners to pass the liability of vacant spaces to NHSPS, which then repurposes these spaces through flexible booking and usage options. These efforts aim to maximise the use of vacant and under-utilised space, ultimately creating value from the NHS estate, improving patient care, and releasing funds for further investment.



NHS Open Space, various locations (All London ICBs)

NHS Open Space offers the flexibility for Trusts and private healthcare providers to deliver a range of services across previously poorly-utilised spaces on an hourly basis. We currently work with all London ICBs to deliver community-based healthcare services across 49 properties in London and the Greater London area. To date, we have supported delivering over **232,000 hours** of patient care in these previously vacant spaces.



Raphael House, Victoria Hospital, Havering (North East London ICB)

We secured funding at Raphael House to convert and transform **five vacant rooms** into clinical use. Works included fitting clinical sinks, installing new flooring and interiors, and creating a utility room. The project has helped bolster primary care capacity, with a local PCN network taking occupation.



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Secure funding



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End-to-end delivery



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Protecting heritage sites



Gallions Reach Health Centre, Thamesmead (South East London ICB)

We've undertaken significant refurbishment work at this health centre to maximise the facilities. We converted **two previously vacant rooms**, each covering 24 square metres, into flexible sessional space. These rooms are now fully booked and accessible to a variety of users. Trust services have commenced utilising these rooms, helping to deliver a broader range of healthcare services in the local community. Gallions Reach Health Centre, located in an area experiencing very high levels of deprivation, is crucial in serving the healthcare needs of over 16,000 patients.



Belmont Health Centre, Harrow (North West London ICB)

At Belmont Health Centre, we worked closely with the ICB to unlock the **£2 million** required to refurbish the premises to support all clinical services thoroughly. This project removed **270 sqm of vacant space** and increased patient rooms from 24 to 29. The modern health centre now offers a new spirometry service and will serve a combined patient list of 20,000, with the capacity to allow for future growth in this fast-growing community.

“ Belmont Health Centre has long been an asset in the community providing health and care services to our residents of Belmont for many years. This refurbishment is part of our ongoing commitment to improving health outcomes in Harrow. We are thrilled to be able to provide patients with a larger, more accessible facility that helps us deliver enhanced primary and community care services.”

Isha Coombes, Borough Director for NWL ICB



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



Torrington Park Health Centre, Barnet (North Central London ICB)

We collaborated closely with the ICB to modernise and refurbish the health centre that opened in March 2024. We optimised the layout of the health centre to support integration between services, provide a right-sized space for clinical services, and enable a new GP to relocate to the property. This work **reduced vacant space by 18%**, and the health centre now serves an increased 18,000-patient list and benefits from an air source heat pump that helps to improve building efficiency



South Westminster Centre for Health, Westminster (North West London ICB)

South Westminster Centre for Health has undergone a £400,000 refurbishment to modernise the ground floor and remove **100 sqm of vacant space**. This project enabled the GP Federation, Healthcare Central London, to deliver new clinical services for its 32-member General Practices. These services currently include enhanced access, community dermatology, and community diabetes, amongst others.





Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites

Recycling disposal capital to fund priority customer projects

With capital funding constraints across the NHS, our capital recycling policy is crucial for reusing disposal receipts to fund and invest in Integrated Care Board (ICB) priority projects within our portfolio. By repurposing funds from property disposals, we can address key health accommodation needs, support the development of new facilities, and enhance existing services. This approach promotes financial sustainability and fosters innovation and efficiency within the healthcare system.

We are actively discussing new opportunities with ICB partners to identify and prioritise projects that will have the most significant impact on patient care and outcomes. Through our capital recycling policy, we are committed to maximizing every pound spent, driving progress, and delivering high-quality healthcare services to our communities.



Somers Town Medical Centre, Camden (North Central London ICB)

Here, we worked to consolidate King's Cross Surgery into the plans to extend the existing premises. We invested nearly **£1 million**, funded through NHSPS's disposal policy, to support these works. Somers Town Health Centre now serves more than 16,000 patients, with additional space for future growth in this expanding community.

“ We're delighted with the refurbishment of Somers Town Medical Centre, which was commissioned to provide top-quality healthcare services for the local community. The upgrades will allow the practice to expand its patient capacity and accommodate growth for many years to come. The renovations, carried out to the highest standards by NHSPS, have resulted in a modern, sustainable, and welcoming facility where patients can receive excellent care. Our NHS colleagues now also have a great place to work, both now and in the future.”

Simon Wheatley, Director of Integration - Camden Directorate - North Central London ICB



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



Brocklebank Health Centre, Wandsworth (South West London ICB)

We sold one of our properties in Wandsworth to fund the **circa £9 million** construction of a new 1,800 sqm health centre on nearby council-owned land. The new scheme will deliver an expanded GP practice, a pharmacy, and 193 flats. We secured a 250-year ground lease with Peabody for the health centre site, signed a lease agreement with the GP practice, and agreed to lease the pharmacy space to a local provider. The health centre's construction is complete, with the fit-out works completing in Summer 2025, subject to additional Section 106 funding approval.



Edgware Community Hospital, Barnet (North Central London ICB)

In Barnet, we are delivering an extensive project to optimise its six-hectare site to better meet future healthcare needs. We've collaborated with the ICB to develop and implement a comprehensive site strategy to enhance overall occupancy, efficiently utilise available space, and streamline operations. By rationalising surplus land and buildings, we can **reinvest significant capital** into the hospital's core retained areas, ensuring that essential services and infrastructure are maintained and improved. Ultimately, the project aims to transform Edgware Community Hospital into a more efficient, future-ready healthcare facility that effectively serves the community's evolving needs.



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



Northwood & Pinner Cottage Hospital, Hillingdon (North West London ICB)

We are in the early stages of redeveloping Northwood and Pinner Cottage Hospital to deliver better health outcomes for the 20,000 patients who access the facility. We are investing **£16 million** into this project, partly from the sale of surplus land at the Northwood and Pinner Cottage Hospital site and the Northwood Health Centre site combined; we aim to complete the delivery of this project in FY 25/26.



Chiswick Health Centre, Hounslow (North West London ICB)

Chiswick welcomed a brand-new health centre at the beginning of 2025 with reinvestment of **£23 million** from the NHS. We built the Chiswick Health Centre upgrade on the existing site, replacing the current structure and making way for the redevelopment scheme. In addition to the new health centre, the development will include 55 affordable apartments delivered by Hounslow Council. The new space will be a crucial hub for 60,000 Chiswick patients.



I am delighted that residents in Chiswick will benefit from a new health facility. We want all residents in Hounslow to enjoy good health and this is a concrete example of us working with the NHS to achieve this goal."

Councillor Tom Bruce, Cabinet Member for Regeneration and Development at Hounslow Council



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites

Head lease acquisition and end-to-end project management to serve new patient communities

At NHS Property Services, we play a crucial role in the health system by leveraging our expertise in head lease acquisition and comprehensive project management to serve new patient communities. As a dedicated NHS body, we possess the capability to take on head leases and oversee entire property projects, from acquisition to design and fit-out of new health centers. Our national team of expert estate managers ensures efficient property management, lease events management, and project development to transform local health and care services.

Additionally, we provide a range of professional services, including health and safety management, sustainability initiatives, procurement support, and technical expertise to ensure safe and sustainable buildings. By managing properties on behalf of the NHS, we allow tenants to focus on delivering excellent care. Our efforts ensure that new health centers are designed and fitted out to meet the needs of patient communities, ultimately contributing to the overall efficiency and effectiveness of the NHS estate.



Harold Moody Health Centre, Southwark (South East London ICB)

The Aylesbury Estate is a large housing estate undergoing regeneration by London Borough of Southwark. A significant part of the redevelopment is the recently completed Harold Moody Health Centre which accommodates state of the art health centre over 3,000 sqm. The building is home to two GP surgeries and trust-provided community services that serve around 40,000 patients in an area with high deprivation and health inequalities. Funded with Section 106, NHSPS stepped in to take on the head lease of the health centre at the request of the ICB. NHSPS plays an integral part in the delivery of healthcare services from this location as we are responsible for the day-to-day management, maintenance and operation of the building to ensure the continuity of high quality care.



Somers Town Medical Centre, Camden (North Central London ICB)

When the unit next door to Somers Town Medical Centre became available, we contacted the ICB lead to explore creating a more extensive and improved health facility to accommodate both practices. The ICB decided to proceed with this proposal, and we agreed to take on a new head lease for the unit. As well as being extended, the space needed to be refurbished and reconfigured, including new lighting, flooring, and interiors. We managed the whole complex project, including the works end-to-end, while keeping the health centre fully operational, minimising disruption to patient service delivery.



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Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



Wood Wharf Health Centre, Canary Wharf (North East London ICB)

For Wood Wharf, we managed the acquisition, design and fit out of this new health centre, which opened in April 2023 and achieved a BREEAM Excellent certificate. The facility boasts 15 clinical rooms, self-service healthcare pods, digital infrastructure for virtual consultations, and accessible facilities. To improve primary care access and reduce pressure on local hospitals, NHSPS, the NHS, and the London Borough of Tower Hamlets worked collectively to offer extra capacity for 13,500 new patients.



Goodman's Fields Health Centre, Tower Hamlets (North East London ICB)

Goodman's Fields Medical Practice opened in September 2021, offering state-of-the-art facilities that provide extra capacity and flexibility to enable the NHS and its local partners to meet increasing demand from the 7,500 people population growth and move services into the community. NHSPS's cross functional team managed the whole process of acquisition, design, and the Section 106/ CIL-funded fit-out of the 1,600 sqm health centre.

“ The opening of Goodman's Fields is the fruition of many years of partnership working, planning and investment into providing the absolute best in healthcare for local people.

“Our ambition for North East London is to provide the highest standards of care, in high quality facilities that provide a wide range of services at the heart of the communities we serve. We will continue to work with local partners as we drive up standards and address the health inequalities we face in Tower Hamlets and across north east London.”

Selina Douglas, former Managing Director, Newham, Tower Hamlets and Waltham Forest Integrated Care Partnership.



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



Acton Gardens, Ealing (North West London ICB)

To support purchasing and refurbishing a property to develop into a new health centre, we worked with the ICB to **secure £3.5 million of NHS funding** (ETTF funding). We managed the project from end to end with partners to secure funding and manage the work, providing a high-quality environment where patients and staff receive care. The new health centre serves a 9,000 patient list.



Ferguson House, Westminster (North West London ICB)

We led the project to deliver a head lease renewal of the ICS headquarters, reduce the office estate on preferred terms with a new modern refurbishment, and create space for a GP serving 9,000 patients to move into a new modern healthcare estate. We partly funded the **£3.6 million** project, with the remainder from ETTF.





Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites

Funding and enabling social prescribing facilities to support community needs

Our [Social Prescribing programme](#) transforms unused vacant spaces into vital community hubs where charities can offer essential services. In space-scarce cities like London, these community spaces are invaluable. By working with Integrated Care Boards (ICBs) and providers, we repurpose these areas to create accessible and sustainable environments that support practical, social, and emotional needs, fostering a sense of belonging and well-being.

Through partnerships and funding initiatives, we enable community groups to thrive, connecting people to local activities, groups, and services that enhance their health and well-being. This holistic approach complements medical treatments and supports individuals with long-term conditions, low-level mental health issues, loneliness, and complex social needs, ensuring everyone has access to the support they need for healthier, happier lives.



Hunter Street Health Centre: The Listening Place, Camden (North Central London ICB)

The Listening Place is a charity that provides free, confidential, and face-to-face support for those in need. The charity wanted to expand its services to Camden, where there's a high demand for suicide prevention and mental health support. We invested over **£150,000** to refurbish underused rooms to create a range of meeting rooms, counselling rooms, and waiting areas.

“NHSPS has been such a positive partner, we are now open seven days a week in Hunter Street and our visitors and volunteers have told us what a calm and welcoming place our third floor is for them. With this new location at Hunter Street, NHSPS allowed us to almost double our capacity for face to face appointments. We are very grateful to everyone at NHSPS who has helped make this happen.”

Laura Fach, New Site PM, The Listening Place



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



Wilson Hospital, Merton (South West London ICB)

At Wilson Hospital, we repurposed and co-designed part of the grounds for a health and wellbeing garden to benefit the local community. Wimbledon Lawn Tennis Club donated the plants and flowers at the end of the 2021 tournament. The landscaped garden is complete with raised planters and seating.



Wellington Way Health Centre, Tower Hamlets (North East London ICB)

At the back of the Wellington Way Health Centre, we identified green space with great potential to improve community wellbeing through non-clinical means. We worked to create patio areas, raised beds, and integrated seating outside the health centre to create a space for community use and benefit.



John Scott Heath Centre, Hackney (North East London ICB)

In an unused section of the John Scott Health Centre, we've created seating and a small planting area to help improve the patient and workforce experience. We've also added a growing area in the gated courtyard while working with Tesco and Veolia to recycle old COVID screens into planters, benches, and other things to help create this space.



Watching a derelict wasted space become transformed into a haven of flowers and edible plants has been positive for our team and we look forward to nurturing the space, connecting communities and enjoying home grown plant-based food as part of our continuing journey as a practice."

Dr Mareeni Raymond, GP Principal, John Scott Health Centre



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites

Supporting and enabling sustainable opportunities for CDC facilities

Diagnostic services are crucial for preventing, detecting, and treating various health conditions. The Community Diagnostic Centre (CDC) programme initiated by NHS England (NHSE) has been a major investment in MRI and CT scanning capacity across the regions. We've collaborated with our Integrated Care Board (ICB) and Trust partners to plan, scope, and construct CDCs on our sites across London, supporting this key NHSE initiative and providing diagnostic support to approximately 200,000 patients. The national CDC Programme, now in its third year, has approved 170 CDC sites across England, delivering over 9 million tests, checks, and scans. These centres offer a wide range of diagnostic tests closer to home, reducing the need for hospital visits and potentially expediting treatment.

The CDC Programme aims to improve population health outcomes, increase diagnostic capacity, enhance productivity and efficiency, reduce health inequalities, improve patient experience, and support the integration of care. This involves aligning with NHS 2024/25 priorities, supporting health promotion, contributing to NHS net zero ambitions, and sharing learning across CDCs and systems.



Barking Community Hospital, Barking (North East London ICB)

We supported and facilitated the construction of the new CDC at Barking Community Hospital, which provides a comprehensive range of diagnostic services in a single location, such as X-ray, ultrasound, MRI, CT, blood tests, and endoscopy. More than **70,000 patients** are expected to benefit from these services. We are also providing FM service for the CDC which opened in 2024.



Willesden Centre for Health & Care, Brent (North West London ICB)

We worked with the Imperial College Healthcare NHS Trust and the ICB to transform vacant space within the Willesden Centre for Health & Care to house a new 978 sqm CDC. **£1.2 million** was invested into 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**.



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



Wembley Centre for Health, Brent (North West London ICB)

To provide more patients with convenient and accessible diagnostic services, Wembley Centre for Health needed a fit-for-purpose CDC. Working with Imperial Trust and the ICB, the CDC opened in early 2024, and it now offers a range of services, including MRI and CT scans, in a single location. This new facility brings care closer to people's homes, meaning faster diagnosis for more than **50,000 local patients**.

“Community diagnostic centres are all about doing things differently and the delivery of this site, which was just a car park ten months ago, has epitomised that ethos.”

“A huge thank you to the many people and teams who have worked so hard to make this state-of-the-art centre a reality, including Imaging Matters, Brent Council, NHSPS and of course all the staff working here now.”

“It's an extraordinary achievement and I know will make a difference to many, many people in the local community in the years to come.”

Dr Amrish Mehta, Clinical Director for Imaging in North West London



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites

Tackling unique and complex challenges to restore heritage sites to safeguard critical primary care and community services

Several of our properties in London are part or fully listed heritage sites and hold a unique and historic place in the community. Maintaining these sites requires its own set of complex and challenging requirements. Through the Healthy Places programme, we've addressed vital works that align with our NHS partner strategies. Our mission is to enable excellent patient care by acting as a trusted advisor to the NHS and providing the best estate solutions. We understand the importance of preserving these heritage sites, not only for their historical value but also for their role in delivering essential healthcare services to the community.

The Healthy Places programme has been instrumental in addressing the unique challenges associated with maintaining and restoring heritage sites in London. This includes ensuring that any restoration work complies with heritage conservation guidelines while also meeting the modern needs of healthcare facilities. Our approach involves close collaboration with NHS partners to develop strategies that balance heritage preservation with the operational requirements of healthcare services. Through these efforts, we are not only preserving important heritage sites but also ensuring that they continue to serve the community effectively, underscoring the importance of heritage conservation in the context of modern healthcare delivery in London.



Finsbury Health Centre, Islington (North Central London ICB)

The Finsbury Health Centre is a Grade I listed building. Designed by modernist architect Berthold Lubetkin in the 1930s, the centre has been providing health services to the people of Islington for almost a century. However, the centre faced a risk of water damage and deterioration, threatening its continued use and conservation. We worked closely with the ICB to plan and implement over **£1.5 million** of works to restore the centre and work on the extension at the rear of the property, ensuring the conservation of a heritage asset.



It is a special privilege to maintain our long connection with Finsbury Health Centre. The work undertaken to date has involved every type of repair and upgrade required at the centre, and we look forward to overseeing the further phases needed to achieve the complete restoration of this internationally renowned building."

Fiona Lamb at Avanti Architects



Our Service Offer



Secure funding



Transforming underused space



Recycling disposal capital



End-to-end delivery



Social prescribing



Enabling CDC facilities



Protecting heritage sites



St Charles Centre for Health & Wellbeing, Kensington & Chelsea (North West London ICB)

St Charles is a Grade II listed site built in 1881. It comprises multiple buildings over 3.5 acres and approximately 18,000 sqm of space. Significant investment of over **£3.5 million** in the last couple of years alone has gone into restoring the site, including repairing and redecorating linked bridges and upgrading the original Victorian drainage network, all funded from our backlog maintenance capital programme.



St Leonard's Hospital, Shoreditch (North East London ICB)

St Leonard's Hospital is a Grade II listed former workhouse constructed in 1777. The 8,500 sqm site comprises multiple buildings, of which approximately 23% is void space. We've secured significant investment over the next couple of years for Block B upgrade works from our Backlog Maintenance Capital programme to repair the external facade, including the roof, windows and brickwork. We will also complete some internal repairs as part of the scheme.



Our Service Offer



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Protecting heritage sites



We are proud of the Healthy Places programme's work across London. For me, it really demonstrates the vast amount of positive work and collaboration between NHSPS and our NHS partners. It's an increasingly challenging environment, but these case studies demonstrate what can be achieved by working together.

We have provided support to the London region on their infrastructure strategies and we value the working relationships we have developed with the ICBs and partners. Looking forward, capital plans and estate utilisation will also be crucial in sharpening the focus on priority projects. This will help to concentrate partner efforts to more efficiently plan, develop and deliver for the communities they serve, a cause we are all deeply committed to."

Dhiren Ganesh, Estates Strategy Lead - London, NHSPS.