Community Health Partnerships

Integrated Business Plan

2026-27

Introduction

Welcome to our 2026/27 annual business plan, which is set within the context of new national priorities. The government's health mission – to Build an NHS fit for the Future – through the delivery of Neighbourhood Health Services shapes what we do.

We will build on our work to drive better value from the LIFT portfolio. We will support NHS productivity through the capital invested in our assets by repurposing and adapting space to facilitate local care. Our Securing the Future programme will drive forward local ambitions for the asset portfolio.

Partnership is the cornerstone for local delivery. With our NHS customers and private sector delivery partners we ensure compliance with building standards.

Of course, our people are our key asset, and we will continue to make CHP a great place to work.

This plan shows our ambition in shaping the care environment for locally based services.

Wendy Farrington-Chadd
Chief Executive Officer

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What we do

- Community Health Partnerships supports neighbourhood health services through partnership working and better use of the NHS LIFT estate.
- The NHS Local Improvement Finance Trust (LIFT) programme is a model of public private partnership **focused on improving community-based health outcomes.**
- These health facilities provide high quality spaces for health and social care services delivered in local communities, especially in areas of high need. We work in partnership to optimise their use.
- **Through joint ventures and working on behalf of the NHS we manage a portfolio of over 300 properties.** We manage the buildings on behalf of the NHS through our property and operational team. We lease space to over 1300 health and care providers who support tens of millions of patients and service users.
- We are a Company with a diverse and distributed workforce with regional offices in Manchester, London and Birmingham.
- We support local providers in repurposing space to support neighbourhood services.
- We expect the highest standards in our buildings now and for the future.

Our purpose, vision and values

- Our **purpose** is to provide innovative and sustainable spaces for patient care.
- Our **vision** is to be a leader in shaping the care environment for locally-based services.
- Our **values** guide how we work and are underpinned by a set of expected behaviours.

Commitment

Accountability

Respect

Inclusivity

Our strategic aims

- **Leading** the future shape of the care environment for the future, advising on policy as leaders and innovators.
- **Working with partners and customers** as part of the local integrated systems to provide facilities solutions.
- **Delivering sustainable infrastructure**, offering safe, flexible, well-used and welcoming spaces.
- **Providing value for money** to our partners and customers.
- **Supporting our people** to develop as individuals and as part of the local team.

Our strategic aims

Leading	Partners and customers	Sustainable facilities	Value for money	People
Work with the DHSC, NHSE and ICSs influencing policy development and infrastructure planning.	Meeting the needs of our customers and improving their experience.	Getting the basics right, with safe, accessible and welcoming facilities.	Adapting the way we work to maximise value.	Create a culture where our people can thrive.
Be an innovator and leader in shaping the development of neighbourhood care and increased productivity to support three shifts.	Supporting local systems to deliver their infrastructure ambitions.	Improve our buildings to enable the service needs of our customers.	Improving efficiency to secure the best value outcomes for our customers.	Invest in our people to deliver our long term strategy.

Strategic context

10 Year Health Plan and
Neighbourhood Health Services

The 10 Year Health Plan sets national priorities

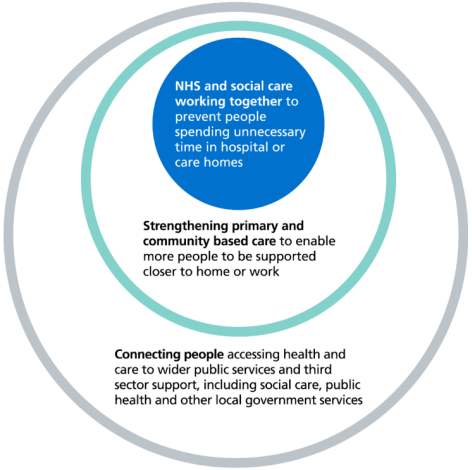
The 10 Year Health Plan published in July 2025 set out a clear focus on the 3 shifts and delivering neighbourhood health services.

The LIFT estate is perfectly positioned to play an increasing role in neighbourhood care, and our assets were used as examples in the plan. This is recognised also in the national groups we support, and in the many conversations we held as part of our input into shaping policy nationally. We are in a prime position to continue to support national policy and direction.

Delivering Neighbourhood Health

Making best use of existing NHS estate is key to the delivery of Neighbourhood Health Centres.

Utilising the LIFT assets offers better value and speed of delivery. The repurposing of space through refurbishment will improve access to patient care, delivering more appointments and treatment closer to home.



The NHS Neighbourhood Rebuild Programme aims to deliver 250 Neighbourhood Health Centres across England through a mixture of refurbishments to expand and improve sites over the next three years.

First five neighbourhood health hubs are LIFT buildings:

- Alfred Barrow Health Centre (Lancs and South Cumbria ICB).
- Truro Health Park (Devon and Cornwall ICB).
- Jubilee Gardens Primary Care Centre (North-West and North Central ICB).
- Summerfield Primary Care Centre and Stockland Green Primary Care Centre (Birmingham and Solihull ICB).

Neighbourhood Health impact

CHP funded the pioneering work at East Birmingham Locality Hub, located in **Washwood Heath Health and Wellbeing Centre**.

We invested £3.2million to adapt space to support a community diagnostic centre, an urgent care centre, mental health services and created a home for an integrated neighbourhood team.

To support delivery of Birmingham and Solihull's neighbourhood vision two Neighbourhood Rebuild projects will take place at Stockland Green and Summerfield Primary Care Centres. This will enable the system to set up two further locality-based command and control centres.

Impact of East Birmingham Locality Hub at Washwood Heath Health and Wellbeing Centre

Evaluation conducted by the East Birmingham Hub finds that from December 2023 to December 2024, work of its multi-disciplinary teams resulted in:

47% reduction in GP appointments.

5% reduction in emergency department attendances.

22% reduction in in-patient stays.

41% reduction in number of out-patient appointments.

49% reduction in the number of physical health community services contacts and appointments.

148% increase in the number of mental health services contacts and appointments.

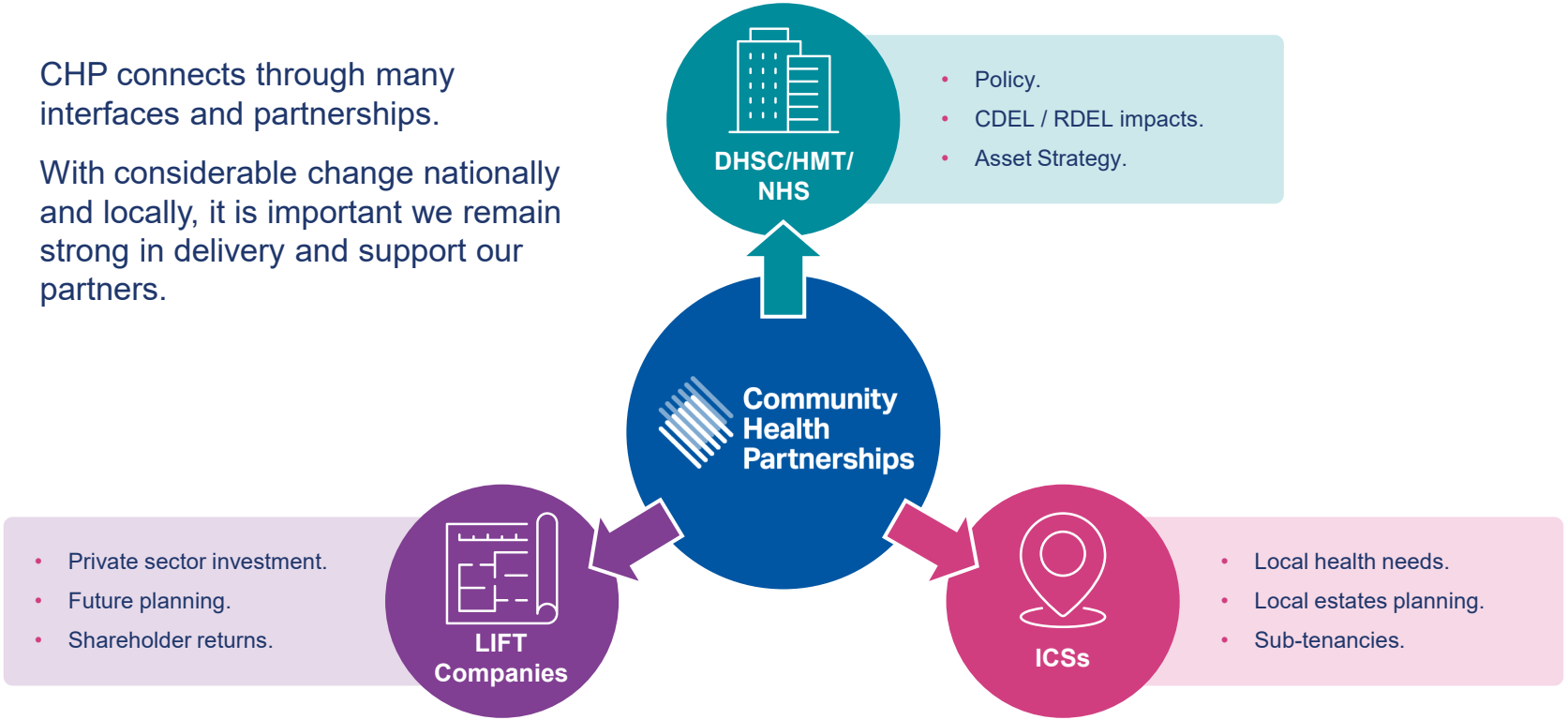
4,000 patients seen in Echocardiology.

16,500 more MRI scans.

Operating in a changing environment

CHP connects through many interfaces and partnerships.

With considerable change nationally and locally, it is important we remain strong in delivery and support our partners.



Our focus on delivery and productivity

We work collaboratively with systems and partners through our **Productivity Acceleration in Community Estates (PACE) Programme**.

This structured approach drives long term planning for core assets to support local strategic plans. This drives capital investment, adapting space to enable increased service productivity and benefits to patients.

This work is underpinned by **local PACE Plans,** a proactive data-led approach. This enables ICSs to make informed decisions to drive productivity in their communities and securing the future of the buildings.

Capital investment = delivery at pace and scale.

Greater agility and flexibility.

Partnership working.

Driving delivery and value: St Peter's Centre, Burnley

We are working with Lancashire and South Cumbria ICB to create a Health Hub at St Peter's Centre, Burnley.

A local visible icon, this supports the integration of Community services collocated with local Trust services.

For our partners this improves value from existing investment.

The integration of a range of primary care, hospital and community services will reduce pressure on services at local hospitals.

Patients benefit from more services in a single, modern health facility.

£3.2m
capital allocation

Securing the Future

LIFT building leases will expire from 2029 onwards, and arrangements need to be made regarding the future of these assets.

A national CHP-led programme has been established following Strategic Outline Case approval by the Joint Investment Committee and Ministerial support in Summer 2025.

The STF Programme will develop a structured, co-ordinated and phased approach to LIFT lease expiries as part of the Outline Business Case.

We are working with NHS partners to prioritise and optimise the use of core LIFT assets.

Outline Business Case development timelines:

- July 2026: first draft OBC to CHP Board.
- July – November 2026: formal assurance and gateway review.
- November 2026: submission to Joint Investment Committee.

2026/27 Priorities and Objectives

Leading

Work with the DHSC, NHSE and ICSs influencing policy development and infrastructure planning.

Be an innovator and leader in shaping the development of neighbourhood care and increased productivity.

- Enable delivery of NHS neighbourhood health services through our system presence supporting Integrated Care Systems (ICS) to implement outcomes that transform local care delivery across core health estate.
- Develop and deliver the OBC to secure the future of LIFT assets leading the work with partners in planning available options beyond the current asset terms to align with the future NHS needs.
- Secure pipeline of strategic projects that deliver on the NHS ambition to move care from a hospital setting into the community.

Deliverables

- Achieve programme milestones for OBC approval.
- Complete risk analysis for first 12 buildings reaching end of term.
- Secure each region top 5 schemes within the strategic pipeline.

KPIs

- **OP1:** Achieve Outline Business case approval for Securing the Future programme.
- **OP2:** Deliver a minimum of 7 neighbourhood health centres.

Partners and customers

Meeting the needs of our customers and improving their experience.

Supporting local systems to deliver their infrastructure ambitions.

With our Partners

- We will continue to implement our partners' strategic ambitions across the core estate.
- We will work with ICBs to support delivery of the strategic PACE plans.
- We will work with LIFTCo partners to ensure the buildings are flexible and meet the local system needs.

Deliverables

- Implement PACE plans across minimum 10% of core assets.
- Develop asset vacation strategies for non-core assets.
- LIFTCos to develop their forward plans in response to asset strategies.

KPIs

- **OP3:** Agree PACE plans for all Core assets.

Partners and customers

Meeting the needs of our customers and improving their experience.

Supporting local systems to deliver their infrastructure ambitions.

With our Customers

- We will continue to improve the experience of our customers through delivering change and improvements.
- We will deliver the outputs of our Corporate Social Responsibility Strategy.

Deliverables

- Maintain our Social Value performance.
- Achieve an annual Tenant Satisfaction survey score of 70% overall.
- Continue to deliver improvements across London to achieve minimum 65% Tenant Satisfaction survey score.

KPIs

- **OP4:** Overall customer satisfaction at minimum of 75%.

Sustainable facilities

Getting the basics right, with safe, accessible and welcoming facilities.

Improve our buildings to enable the service needs of our customers.

- A professionally managed estate with leases in place, so our tenants understand their rights and obligations.
- Delivering well managed and efficient soft services across our portfolio introducing innovative solutions to drive cost efficiencies and improve customer experience.
- Ensuring our landlords deliver contractual obligations and drive improvement where they fall short.
- We will work with LIFTCos to gain assurance and verify technical data to ensure the asset condition is well understood.
- Deliver on our responsibility to reduce the environmental impact of the estate and its operations.

Deliverables

- Develop action plans to drive improvements in landlord performance.
- Gain LIFTCo assurance to verify asset condition.
- Explore alternative approaches to leasing and consider flexible options for customers.

KPIs

- **OP5:** Demonstrate improvement in overall LIFTCo performance in reactive and preventative maintenance.
- **OP6:** Maintain 98% assurance from LIFTCos on each statutory compliance area.
- **OP7:** Achieve 92.5% KPI performance across core Soft FM contracts.
- **OP8:** Increase lease regularisation to 95%.

Value for money

Improving efficiency to secure the best value outcomes for our customers.

Adapting the way we work to maximise value.

- Demonstrate the benefits from repurposing by identifying and delivering opportunities to reduce the costs of under-utilised space within our buildings.
- We will deliver the investment of capital to support customers, improving efficiencies and productivity through building enhancements.
- We will actively pursue aged and current debt, with prompt billing, recovery and enforcement.
- Using our expertise, we will deliver efficiency across utilities and reduce costs for our customers.
- Demonstrate positive outcomes for users of our buildings through quantifying additional services provided.

Deliverables

- Deliver our internally and externally funded capital investment programme within 10% tolerance.
- Continue to reduce time taken to deliver tenant variations in the TVR App.
- Continue to improve billing timescales from 2025/26 baseline.
- Develop a targeted action plan to reduce utility costs and Soft FM efficiency savings.

KPIs

- **OP9:** Deliver £30.4m of CHP capital investment.
- **OP10:** Demonstrate increased efficiency across core asset base.

People

Create a culture where our people can thrive.

Invest in our people to deliver our long-term strategy.

- Inclusive, values led leadership supporting cultural development.
- One Team working together to achieve shared ambitions.
- Supporting people to adapt to change with agility and resilience.
- Developing skills, knowledge and capabilities to set us up for the future.

Deliverables

- Assess existing capability and growth requirements.
- Develop workforce plans and competency framework.
- Develop wellbeing initiatives.

KPIs

- **OP11:** Maintain employee satisfaction above 75 on the Employee Engagement Index.
- **OP12:** Employee sickness levels maintained below 3.7%.

Communications

Effective communications is essential for clarity, alignment and engagement enabling CHP to deliver its strategy and objectives.

- Position CHP and LIFT portfolio at the forefront of neighbourhood health implementation.
- Promote CHP's expertise and LIFT assets through compelling content and use of channels.
- Raise CHP's profile via speaking opportunities at industry events and conferences.
- Communicate with and engage employees to align teams to company priorities.

Deliverables

- Promote CHP at the forefront of Neighbourhood Health delivery.
- 25 years of CHP and LIFT promoting achievements and benefits.
- Communications and engagement for OBC stage of Securing the Future Programme.

Digital

Digital is an enabler, through which we can add value to how CHP operates and transform how we support our customers and our people.

- Support building utilisation and digital compliance.
- Drive internal improvements and value with technical innovation.
- Provide robust corporate compliance and cyber security.
- Support the Securing The Future programme.
- Develop effective partnerships and support our customers.

Deliverables

- Deliver an NHS OpenSpace roll-out programme in phased ICB level projects, across CHP's bookable estate
- Deliver a programme of digital transformation.
- Delivering against CHP's three AI strategic priorities; contract management, people processes and business efficiency.
- Develop estates data packs and tools to support Securing the Future.

KPIs 2026/27

Leading	Partners and Customers	Sustainable facilities	Value for money	People	Finance
5% **OP1:** Achieve Joint Investment Committee (JIC) approval of the STF OBC.	5% **OP3:** Agree PACE plans for all Core assets.	5% **OP5:** Demonstrate improvement in overall LIFTCo performance in reactive and preventative maintenance.	10% **OP9:** Deliver £30.4m of CHP capital investment.	**OP11:** Maintain employee satisfaction above 75 on the Employee Engagement Index.	20% **OP13:** Deliver a surplus as agreed with the shareholder.
5% **OP2:** Deliver a minimum of 7 neighbourhood health centres.	10% **OP4:** Customer satisfaction at minimum of 75%.	5% **OP6:** Maintain 98% assurance from LIFTCos on each statutory compliance area.	5% **OP10:** Demonstrate increased efficiency across core asset base.	**OP12:** Employee sickness levels maintained below 3.7%.	10% **OP14:** Reduce Aged Debt by £10m.
		OP7: Achieve 92.5% KPI performance across core Soft FM contracts.			10% **OP15:** Maintain current year debtor days at or below 45 days.
		10% **OP8:** Increase overall lease regularisation to 95%.			

Strategic Risks

Risk	Description	Mitigations
The risk that CHP does not anticipate or adapt to emerging external factors.	Cyber security threats. Sudden economic and financial changes. Demographic and social changes.	Horizon scanning for emerging or upcoming threats. Use of third-party expertise and insight. Robust cyber security procedures.
The risk that CHP does not anticipate or respond effectively to policy changes within health and social care.	Reforms within NHS partnership models. New or amended service delivery expectations. Legislative changes in health and social care.	Maintain strong engagement with DHSC, NHSE and ICSs. Review plans regularly to adapt to national priorities. Ensure flexibility in delivery programmes.
The risk of loss of key leadership.	Sudden departure or unavailability of strategic leaders. Leadership burnout.	Succession planning for senior roles. Leadership development and wellbeing support.
The risk that CHP is unable to effectively influence or align with key partners' priorities and decision making.	Partner's prioritising short term change. Resourcing changing across decision making groups.	Engagement and communication with key partners. CHP LIFTCo Directors and Regional Directors actively engaged. Implementation of PACE plans to support decision making.
The risk that the future of LIFT assets are not secured.	Lack of clarity of long-term strategy. Lack of access to funding. Conflicting priorities across stakeholder groups.	Programme well established. SOC approved with G/A rating. OBC underway with gateway reviews. Resource plans in place.
The risk that customer expectations are not consistently met and agreed and service standards are not delivered.	Reliance on third party providers. Inability to deliver certain customer needs.	Customer satisfaction gathered through multiple channels. Clear SLAs with partners and suppliers.
The risk that CHP fails to secure adequate capital investment to support service delivery and future development.	Shift in NHS funding. Delays to project delivery.	Capital Programme pipeline in place. Capital funding for 26/27 in place.

Community Health Partnerships

Financial Plan

Financial Plan

Overview of CHP operating budget

CHP has 2 main sources of income:

- Investment income from our 40% shareholding in the LIFT Companies, in turn comprised of sub-ordinated debt interest, dividend income, and directors' fees from those investments;
- Management fee income from our sub-tenants from our management of the building as Head Tenant. The management fee income is a 2% uplift on the Lease Plus Payment charged to us from the LIFT Companies, plus on other services which CHP procure such as cleaning services.

CHP also receives investment income from its investments in LIFT Companies through one-off transactions, the most common of which are lifecycle surplus releases where the investment vehicles hold the risk on lifecycle spending and savings are identified.

CHP's costs are predominantly the staffing costs associated with the management of those investments and properties, associated corporate costs, and additional spend on new initiatives. CHP is required to deliver a contribution to its shareholder, the Department of Health and Social Care (2026-2027 budget: £4.3m).

The investment income in the form of interest on CHP's sub-ordinated debt decreases over time as the sub-ordinated debt capital is repaid; with costs that continue to increase over time this creates ongoing pressures for CHP to find efficiency savings, reduce discretionary spending or find other sources of income.

CHP also has investment capital available through a capital allocation from its shareholder, DHSC, and repayment of its sub-ordinated debt which it uses to provide additional investment in our facilities.

Key budget highlights

The key highlights from the budget for 2026-27 are:

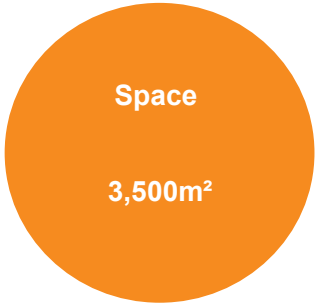
- Dividend income, the forecast for which comes directly from the underlying LIFT schemes models, is forecast to increase from £14.2m this year to £14.7m next year.
- CHP are budgeting an operational surplus contribution to DHSC departmental budgets of £4.3m in 2026-27.
- Following approval of the Strategic outline case, Securing the Future expenditure budget has increased by £1.9m in 2026-27

- OP13: Deliver a surplus as agreed with the shareholder
- OP14: Reduce Aged Debt by £10m
- OP15: Maintain current year debtor days at or below 45 days

Community Health Partnerships

Regional Delivery Plans 2026/27

RDP Targets 2026-27 – Strategic Priorities



Notes

Space target comprises: Void; Poorly used bookable & Poorly used tenanted space

Delivery projects have been identified by regional leadership agreed with P&O teams and will be performance managed by Regions.

Notes

Total £25.2m includes approved schemes and the approved Neighbourhood Hub projects

Notes

Core validation of the remaining 25% of total assets (total of 77)

Notes

Spotlight 9 target >85% Reactive, >95% PPM:

- Barnsley Estates Partnership
- Doncaster Estates Partnership
- BAE Partnership Trust
- BSol LIFT
- Dudley Infracare
- Infracare SEL
- Infracare NWL
- Infracare East London
- Oxford Infracare

RDP Targets 2026-27 – Operational Enablers

Notes

Regional targets have been agreed by regional finance leadership and will be performance managed by the regions

Notes

Renewals – 65

Unregularised – 40

Others (new/additional) - 10

Notes

Tenant Satisfaction Survey score:

NE – maintain 77%
NW – rise to 72%
Mids – maintain 72%
London – rise to 65%
South & East – rise to 72%

Community Health Partnerships

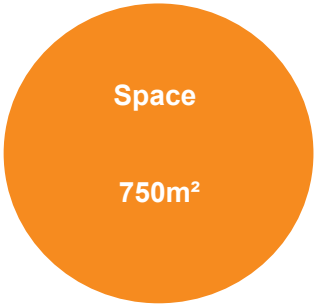
North East RDP Update
2026

May Report

Reporting Period: April 26

North East RDP 2026-27 – Strategic Priorities

A key priority for the Northeast region will be support for the Neighbourhood Rebuild Programme, with the delivery of Neighbourhood Health Centre projects across our 4 ICS areas, including Beeston Hill Community Health Centre and The Stone Castle Centre. We will work collaboratively with all new and emerging System partners to lead transformational change. We will also focus on significantly improving LIFTCo operational performance across South and West Yorkshire.



Notes

Lawson St
Richardson
Calvert Centre
Martinwells Centre
Beeston Hill
Hillside Bridge
Undercliffe HC
Westbourne Green CHC

Notes

NH Projects
Stone Castle
Westbourne Green
Approved schemes
Calvert Centre
Orchard Centre + solar
Brunton Solar
Jean Bishop heat pump
Bransholme Solar
Elliot Chappel solar
Hull energy efficiency
Shiremoor

Notes

Core validation of the remaining 25% of total assets (total of 17)

Notes

LIFTCos in Spotlight 9:

- Barnsley Estates Partnership Limited
- Doncaster Estates Partnership Limited
- Bradford & Airedale Estates Partnership Limited

Red: to achieve success immediate remedial action is required **Amber:** delay possible, or task/milestone not mission critical **Green:** on target to succeed (Figures in RAG)

Northeast RDP 2026-27 – Operational Enablers

We will focus on aged debt, meeting the ICBs and building on relationships with those ICBs where the majority of debt sits particularly South Yorkshire ICB where 50% of the debt rests. We will work collaboratively with tenants and ICBs where required, to identify the barriers to lease renewal/regularisation using appropriate mechanisms to reach agreement.

Notes

Regional targets have been agreed by regional finance leadership and will be performance managed by the regions

Notes

Renewals – 10
Unregularised – 5
Others – 2

Notes

Tenant Satisfaction Survey - maintain 77%
Responding to TSat negative comments and maintaining high tenant engagement levels

Community Health Partnerships

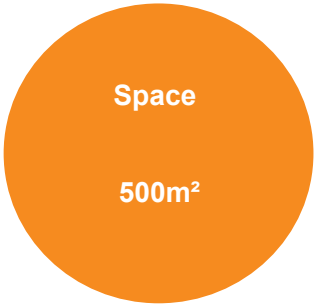
North West RDP Update
2026

May Report

Reporting Period: April 26

North West RDP 2026-27 – Strategic Priorities

The Northwest Regional priority in 26/27 is to focus on Neighbourhood Health Hub programme, in particular Alfred Barrow and maintain the positive relationships with the ICBs and system partners post the impact of the NHS recent restructures and significant financial challenges. With two devolved Combined Authorities and city region plans for growth and regeneration at local level, our estate is critical to responding to the increased need. PACE Plans are providing the platform to drive strategic thought, address poor utilisation and increase productivity with end of term in sight to secure the future of the asset for local ownership. We will also continue to work hard with the LIFT Co partners.



Notes

Litherland
Mere Lane
South Liverpool
Accrington Acorn
Barbara Castle Way
Eccles
Pendleton Gateway
Phoenix Centre

Notes

NH Project:
Alfred Barrow

Approved Schemes
Accrington Acorn
Barbara Castle Way

Notes

Core validation of the remaining 25% of total assets (total of 19)

Notes

Whilst no LIFTCos in Spotlight 9, in the NW 2 LIFTCos remain part of the enhanced monitoring process:

- Renova Developments
- MaST Estates Partnership Ltd

Red: to achieve success immediate remedial action is required **Amber:** delay possible, or task/milestone not mission critical **Green:** on target to succeed (Figures in RAG)

Northwest RDP 2026-27 – Operational Enablers

We will continue to drive the importance of accurate property data and the ongoing work around historic data to enable us to ensure we can maintain a positive baseline moving forward. We are progressing positively with the legacy debt in the region a particular focus will remain on Greater Manchester ICB and providers. In order to deliver the business requiresments we require a sufficient, stable, motivated and focused workforce

Notes

Regional prioritisation as follows:
GPs
Dental
Councils x4
Foundation Trusts x7
Pharmacy

Notes

Renewals – 10

Unregularised – 20

Other - 2

Notes

Tenant Satisfaction Survey – rise to 72%

Red: to achieve success immediate remedial action is required **Amber:** delay possible, or task/milestone not mission critical **Green:** on target to succeed (Figures in RAG)

Community Health Partnerships

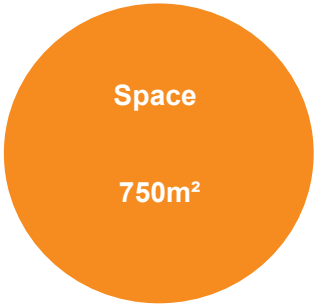
Midlands RDP Update
2026

May Report

Reporting Period: April 26

Midlands RDP 2026-27 – Strategic Priorities

With a high number of signed off PACE plans, prioritisation of poor performing, higher risk assets is being identified; 18 higher risk assets require immediate focus across the new 5 ICB clusters. Developing and enhancing the strategic visions for these assets is critical to ensuring STF success. The focus will also be on engaging across the ICSs ensuring key stakeholders are aware of the end of term deadline and to support positive conversations at local and regional levels. This will enable utilisation, productivity improvements and alignment to left shift and Neighbourhood Hub programmes.



Notes

Long Eaton
Chelmsley
Richmond
Summerfield
Stockland Green
Belgrave
Oldbury
Mary Potter
Clifton Cornerstone
Alfreton
St Peters

Notes

Notes
NH Projects
Stockland Green
Summerfield

Approved Schemes
Richmond
Belgrave
Chelmsley

Notes

Core validation of the remaining 25% of total assets (total of 17)

Notes

LIFTCos in Spotlight 9:
- Bsol LIFT
- Dudley Infracare

LIFTCos under enhanced monitoring:
- Prima 200 Ltd

Red: to achieve success immediate remedial action is required **Amber:** delay possible, or task/milestone not mission critical **Green:** on target to succeed (Figures in RAG)

Midlands RDP 2026-27 – Operational Enablers

Tenant engagement will continue to focus aged balances, 65% of RDP debt target is GP specific where we will work with ICBs to resolve GP specific issues, utilising legal support to escalate cases if progress is not achieved.

Notes

Notes
Regional prioritisation as follows:
GPs
Pharmacy
Dental
NHS Trust x2

Notes

Renewals – 25

Unregularised – 8

Other - 2

Notes

Tenant Satisfaction Survey – maintain 76%

Red: to achieve success immediate remedial action is required **Amber:** delay possible, or task/milestone not mission critical **Green:** on target to succeed (Figures in RAG)

Community Health Partnerships

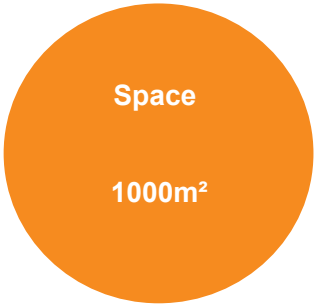
London RDP Update
2026

May Report

Reporting Period: April 26

London RDP 2026-27 – Strategic Priorities

The London Regional Team priority in 26/27 is to support our NHS partners in ICBs and NHS provider integrator leaders in delivering Neighbourhood Health in CHP estate. We will consider innovative ways of working and enable implementation of PACE plans through capital development and increased utilisation. The RD and LIFTCos will strategically support this agenda, and work to improve customer experience and ensure the estate is effectively managed and maintained. Consistent partnership working and good collaboration will be the cornerstone of the London Region's approach.



Notes

Notes
Evergreen
Jubilee Gardens
Southwark Child Dev Centre
Alexandra Avenue
Comely Bank Clinic
Eltham
Vicarage Lane

Notes

Notes
NH Project:
Jubilee Gardens

Approved Schemes
Eltham 1st Floor Ward
Finchley land disposal
Evergreen (dilaps & sustainability)

Notes

Core validation of the remaining 25% of total assets (total of 15)

Notes

LIFTCos in Spotlight 9:
- Infracare SEL
- Infracare NWL
- Infracare East London

LIFTCos under enhanced monitoring:
BBH – Southwark, Lambeth
Lewisham
SWL Partnerships
West London HP

Red: to achieve success immediate remedial action is required **Amber:** delay possible, or task/milestone not mission critical **Green:** on target to succeed (Figures in RAG)

London RDP 2026-27 – Operational Enablers

We will focus on aged debt, with an emphasis on GP debt, and resolve this by engaging and building on relationships with our tenants.

Notes

Notes
Regional prioritisation as follows:
£1.85m - GP's
£0.3m – B&DH FundCo
£0.25m - Pharmacy
£0.15m - Barts Health Trust
£0.1m – Dental

Notes

Renewals – 15

Unregularised – 5

Other - 2

Notes

Tenant Satisfaction Survey – rise to 65%

- Improve CHPs response to queries
- LiftCo performance improve in all areas
- TVRS delivered quicker
- Soft FM performance increase
- Complete all actions from 25/26 survey comments

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Community Health Partnerships

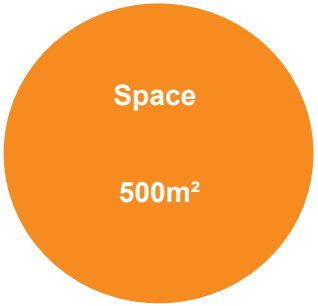
South & East RDP Update
2026

May Report

Reporting Period: April 26

South & East RDP 2026-27 – Strategic Priorities

Neighbourhood Health – achieve Financial Close at Truro and progress future schemes at Fryatt and Bristol to maximise utilisation and support neighbourhood-level transformation.
PACE Plans – complete remaining PACE Plans and prioritise key objectives at East Oxford, Whitchurch and Ernesettle. Use plans to strengthen engagement with newly consolidated ICBs and reinforce the strategic importance of the LIFT estate and Securing the Future, including enhanced engagement with Provider Trusts.
LIFTCo Performance – drive performance improvements across Oxford Infracare and Bristol Infracare, using CHP Board influence to ensure supply chain performance improves sufficiently to move out of Spotlight / enhanced monitoring.



Notes

Notes
Brune
Truro
South Bristol CH
Sheringham HC

Notes

Notes
NH Project:
Truro

Approved Schemes
Brune

Notes

Core validation of the remaining 25% of total assets (total of 10)

Notes

LIFTCos in Spotlight 9:
- Oxford Infracare Ltd

LIFTCos under enhanced monitoring:
- Bristol Infracare Ltd

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South & East RDP 2026-27 – Operational Enablers

Legacy Debt – Focus on GP debt, resolving arrears through direct payment, payment plans or legal recovery, whilst working with reconfigured ICBs to accelerate settlement of outstanding balances.
Leasing –Work with tenants and ICBs to remove barriers and reach timely lease agreements.
Tenant Satisfaction – Review 2025 survey outcomes & comments to strengthen engagement and enhance our service offer, working collaboratively across all CHP functions to ensure the target score is achieved.

Notes
Notes Regional prioritisation as follows: GPs Cornwall FT

Notes
Renewals – 5 Unregularised – 2 Other - 2

Notes
Tenant Satisfaction Survey – maintain 72%

Red: to achieve success immediate remedial action is required **Amber:** delay possible, or task/milestone not mission critical **Green:** on target to succeed (Figures in RAG)

Helping to build healthier communities

www.communityhealthpartnerships.co.uk