Community Health Partnerships

Delivering Neighbourhood Health

A Year of Impact

A year of delivery, at pace and at scale

2025/26 has been a defining year for Community Health Partnerships (CHP). At a time when the NHS is accelerating the shift towards community-based care, CHP has not just supported that ambition, we're helping to deliver it.

Across the country, we have worked in partnership with NHS organisations, local health and care systems and communities to turn strategy into reality. From major capital programmes to targeted improvements that brought huge benefits to patients, our focus has been clear: **to deliver practical change at pace, that improves care for patients and communities.**

We focus on what makes the biggest difference and deliver it well.

Leaders in the delivery of neighbourhood health

Neighbourhood health is no longer just an ambition, it is being delivered on the ground with CHP playing a leading role in that delivery.

Through the NHS LIFT (Local Improvement Finance Trust) estate, we are at the forefront of delivering the national **Neighbourhood Rebuild programme**. Sixteen LIFT facilities are included in the first wave, with upgrades focused on creating modern, flexible environments that support multidisciplinary working, longer opening hours, increased diagnostics capacity, and better access to community and wellbeing services.

Through our national PACE (Productivity Acceleration in Community Estate) programme and existing NHS LIFT estate, we are creating the infrastructure that enables:

- Care to be delivered closer to home
- Services to be brought together in the heart of communities
- New models of care to take shape in real settings

From estate to enabler

What differentiates CHP is not just the estate we manage, it's how we utilise it. We take a practical, delivery-focused approach to unlocking the full potential of our buildings by:

- Repurposing existing spaces to create maximum clinical capacity
- Enabling services to move and deliver quickly
- Supporting systems to make better use of existing infrastructure

This is about more than buildings. It's about creating the conditions for better access, better patient outcomes and better experiences for people across local communities.

Delivering real impact

In 2025/26, CHP delivered its largest capital programme to date, investing **£17.84 million** in improvements across the NHS LIFT estate. **9** project variations were successfully delivered supporting more care in the community.

That investment is already providing tangible benefits:

Over 260,000
additional patient appointments each year

Increased
clinical capacity closer to home

Expanded
access to diagnostics and community services

Some of these benefits can be seen in the four key projects we delivered through NHS England's Utilisation and Modernisation Fund (UMF) programme. By refurbishing existing GP premises we have created additional clinical and patient appointment capacity. These improvements will strengthen the resilience of primary care provision and enable an **additional 55,848 patient appointments per year.**

We are committed to working with partners to bring care closer to home and improving health outcomes for patients and communities. From large-scale developments to small, targeted improvements, our approach is consistent:

We focus on what makes the biggest difference to patients and deliver it well.

Driving change through innovation

Innovation at CHP is grounded in delivery. This year has shown how some simple, targeted interventions can bring about significant impact:

- Rapid adaptations enabling multiple service relocations within months
- Low-cost improvements creating new or additional clinical capacity
- Flexible use of space supporting a broader range of services

This is innovation in practice, not theoretical, but scalable, efficient and focused on driving better patient outcomes across communities.

Supporting the shift from hospital to community

A core priority for CHP is supporting the NHS shift from hospital-based care into community settings. Our projects are delivering that shift in real terms.

Targeted CHP investment at Newton Community Hospital has:

- Expanded step-down capacity
- Enabled earlier patient discharge from acute settings
- Strengthened rehabilitation and recovery services

This is not just about capacity, it is about transforming how care is delivered, improving both the patient experience and resilience within health and care systems.

The development of this new inpatient ward has created vital step down capacity, enabling patients to leave acute settings much sooner and receive high quality intermediate care closer to home. The scheme delivered ten additional beds, including a specialist bariatric room, increasing the total capacity at Newton and helping to ease the ongoing pressures on acute care.

The project also repurposed existing space to provide a new gym and physiotherapy suite, alongside additional clinical rooms, strengthening rehabilitation services and supporting recovery and independence.

Sustainability was also a key factor of the scheme, with energy efficient LED lighting installed to reduce consumption and environmental impact.

The reconfiguration at Newton Community Hospital demonstrates how targeted CHP investment in community estate can add clinical capacity, and support more integrated models of care, delivering clear benefits for patients and the wider system.

Unlocking capacity through smarter use of space

Hodge Hill Primary Care Centre in Birmingham serves a highly deprived community, providing GP services to around 15,000 patients alongside a range of primary and community services, including district nursing, physiotherapy, podiatry and specialist clinics.

The site supports an integrated, neighbourhood based model of care, bringing services such as community dentistry, neurorehabilitation and health and wellbeing support together in one place.

Over the past year, CHP has worked with local NHS teams to strengthen how that model operates in practice. Key service relocations were delivered over a three month period, including an infusion suite, older adult therapy, and Healthcare for Older People services.

A small, targeted intervention of installing new flooring in a bookable room was delivered within two weeks at a cost of £3k, enabling these moves to take place.

This low cost, quick adaptation has increased local capacity and allowed more services to operate from a modern, safe environment. It demonstrates how focused investment in community facilities can:

- quickly unlock additional provision
- improve access for patients
- support more joined up care closer to home

The project reinforces how small, well planned investment can deliver significant local benefit for patients and staff.

Expanding care closer to home

At **The Worsbrough Centre in Barnsley**, CHP delivered a £511k remodelling project to transform underused space into five modern, flexible clinical rooms, significantly increasing capacity within the community estate.

This additional space enables the Dove Valley GP team to deliver up to **40,560 extra appointments each year**, improving access, convenience and choice for local residents. Serving an area of high deprivation, the centre operates as a neighbourhood health hub and plays an important role in providing care closer to home, particularly for people with more complex health and social care needs.

At sites like The Worsbrough Centre, CHP has transformed underused space into modern clinical facilities.

This has resulted in:

- Significant increases in patient capacity
- Improved access for local communities
- Stronger integration of services in one place

These developments show how the NHS LIFT estate is helping to build neighbourhood health hubs in communities, bringing services together to support more coordinated, preventative care.

40,560
extra appointments each year

Unlocking the full potential of our estate

Through our PACE (Productivity Acceleration in Community Estates) programme, CHP is supporting NHS partners to deliver their ambitions for neighbourhood care in communities across the country. The national programme focuses on increasing productivity across the LIFT estate, improving utilisation, expanding capacity, and making better use of existing community infrastructure.

We have worked closely with systems to identify priorities, remove barriers and enable targeted estate adaptations. These interventions are supporting local models of care and helping shift services out of hospital settings and into the community.

Delivery has been enabled through a combination of CHP capital investment for larger schemes and the flexible use of our minor works budget for smaller, rapid interventions. This has allowed systems to respond quickly to changing needs and models of care.

Alongside this, we have developed PACE Plans for each LIFT asset, providing clear, data-driven insight into current estate utilisation. Together with the PACE Programme, these plans support stronger conversations and decision-making with partners, helping Integrated Care Systems (ICSs) align estate with future models of care.

CHP achievements in 2025/26:

5
PACE project variations have been delivered, increasing clinical capacity

115,000+
additional patient appointments supported

231
PACE Plans have been validated by NHS partners (out of 308 assets)

The PACE (Productivity Acceleration in Community Estates) programme is a key driver of CHP's impact, and we are striving to unlock capacity across our LIFT estate to support neighbourhood care at scale.

Scan to read more about *Driving Neighbourhood Health through the PACE Programme*

PACE Plans are a real positive, bringing together the information needed in one place to support prioritisation, capital planning and strategic decision-making.

– ICB Partner

Delivering for our customers and partners

CHP's impact is built on strong relationships. Over the past 12 months, we have placed tenants and customers at the centre of how we work.

Our focus has been on building relationships, improving communication and responding more effectively to local needs, to enable teams to work in spaces that are well maintained and fit for purpose.

Our Property and Operations teams have worked closely with tenants to gather feedback on an ongoing basis, enabling priorities to be addressed quickly and collaboratively. To further embed tenant insight into our services, we developed a new digital application that enables us to act on feedback in real time and drive continuous improvement across our estate.

We will continue to work collaboratively to create healthier, more supportive environments that deliver real benefits for tenants and the communities they serve, while supporting the delivery of neighbourhood focused health services.

Over the past year, we have focused on:

- Strengthening engagement with our tenants and partners
- Improving communication and responsiveness
- Embedding feedback into how we operate

This has resulted in:

70%
Tenant Satisfaction

Over 500
compliments from tenants and customers

Stronger
collaboration across systems

Supporting a digitally enabled estate

Earlier this year, we launched our Digital Strategy 2026–2028, setting out a clear commitment to using technology to improve efficiency, increase productivity, and strengthen how we support our tenants and customers. **It focuses on three key components:**

Our Digital Transformation Programme is focused on simplifying processes and introducing automation, freeing up CHP staff time to work more effectively with partners and tenants. This is already delivering tangible benefits. For example, our Tenant Variation Requests application has introduced a consistent, standardised process across all regions, with data now captured digitally through secure channels.This has streamlined delivery, improved transparency, and enhanced responsiveness, leading to a better experience for our customers and tenants.

As a result, there has been an improved response time of over 60% on variations carried out due to the use of the app.

We will continue to build on our transformation programme into 2026/27. Alongside this, we are supporting better use of estate through the NHS Open Space (OS) programme, working in partnership with Integrated Care Boards (ICB) across the country. The system provides a more consistent and centralised approach to booking clinical, treatment, counselling and meeting rooms further improving estate utilisation and making it easier for services to access space within communities.

We will continue to progress this programme, supporting more effective use of bookable space and ensuring that health, wellbeing and community services can access the right space, at the right time.

Delivering a sustainable future

We are committed to supporting the NHS ambition to reach Net Zero by 2040, with sustainability embedded across all of CHP's operations. Our focus is on delivering resilient, energy efficient healthcare facilities that provide long term benefits for patients, staff and local communities.

This year, we launched our Green Plan 2026–2029: Driving a Sustainable Future, and setting out the next phase of decarbonisation. The plan focuses on targeted investment, improved energy performance, low carbon technologies and sustainable development to strengthen both operational efficiency and environmental resilience.

Key activity this year includes completing decarbonisation audits to inform a prioritised investment pipeline, carrying out annual energy performance analysis across our estate, integrating sustainability assessments into capital development, and embedding environmental considerations into procurement processes.

On the ground, our teams have supported a range of biodiversity and community initiatives, including bug hotels, bird boxes, wildflower meadows and community garden projects, working alongside volunteers and social prescribing teams.

Our approach ensures that sustainability is embedded in everything we do. Creating lower carbon, more resilient facilities for patients, staff and communities.

Through our Green Plan, we are:

- Driving carbon reduction across the estate
- Investing in energy efficiency and low-carbon technologies
- Supporting biodiversity and community-led initiatives

This has resulted in:

- A 45% reduction in LIFT estate carbon emissions
- A 27% reduction in corporate emissions

Securing the Future of the estate

The Securing the Future (STF) Programme is a national CHP led initiative to manage the expiry of leases for 308 NHS LIFT primary and community care buildings.

Central to the programme is the retention of these core NHS assets, recognising their role in supporting neighbourhood health priorities, wider Government objectives, and improving productivity across existing estate. Through our PACE Programme and local PACE plans, these will help define the long term need for our estate and the value for money of each building.

During 2025/26, CHP continued to develop and mobilise the STF programme following approval of the Strategic Outline Case (SOC) by the Department of Health and Social Care (DHSC) in July 2025. The programme reaffirms the need for a nationally coordinated approach, working with local systems to support robust, locally informed decision making on individual assets.

Much progress has been made on the Outline Business Case (OBC). Our work in this area has highlighted the importance of:

- Continued access to key NHS assets
- Stronger local ownership and control
- Better value for money and long-term sustainability

The Securing the Future Programme is critical to the long-term role of the NHS LIFT estate and is key to supporting local systems as leases approach expiry.

Buildings at the heart of communities

Social value is an important part of how we deliver at CHP, shaping the positive impact our work has on communities alongside our core role in managing estate. Through our corporate social responsibility activity, we continue to support social, environmental and community outcomes that extend beyond our buildings and into the neighbourhoods they serve.

Many of our facilities act as community hubs, bringing together health, wellbeing and local support services. Through our Buildings at the Heart of the Community programme, our spaces have supported a wide range of voluntary, charitable and community organisations to provide accessible advice, outreach and support. This helps strengthen local networks, promote inclusion, and improve access to services for the communities we serve.

In 2025/26, this work has delivered measurable impact:

£57.1m
in social value generated

£50.4m
contributed through local employment, supporting economic growth and social cohesion

£211k
invested in accessibility improvements across our buildings

82,000
community initiatives hosted across the LIFT estate, including community days, fundraising activity and health interventions

87
CHP employees volunteering 807 hours in their local communities

Alongside this, a number of local initiatives have demonstrated the value of this approach in practice.

Community Hospital Garden

At Fareham Community Hospital, a community garden is supporting social prescribing, providing a therapeutic outdoor space to help address issues such as isolation and mental health.

Community Wellness Day

At South Liverpool Treatment Centre, a community wellness day brought together a wide range of services to promote healthier lifestyles and improve access to support.

Bronze Award Recognition

Our Green Fund was also recognised nationally, receiving a Bronze Award at the Building Better Healthcare Awards. This highlights how our targeted investment in green spaces can enhance healthcare environments, support biodiversity and improve wellbeing for patients, staff and visitors.

We will continue to build on this work, supporting communities and working with partners to deliver lasting social value impact at a local level.

Looking ahead to the future

This year has demonstrated what is possible when delivery, partnership and innovation come together.

At CHP we will continue to:

- Lead the delivery of neighbourhood health
- Drive better use of estate through programmes like PACE, and the national Neighbourhood Rebuild Programme
- Secure the long-term future of LIFT assets
- Deliver practical, scalable solutions that improve care

In summary this has been a year of:

- Delivering at pace and scale
- Putting innovation into practice
- Building stronger partnerships
- Creating real impact for patients and communities

CHP is not just supporting the future of healthcare.

We are helping to build it.

We are a DHSC owned NHS company working in partnership with local communities supporting care delivery.

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Community Health Partnerships

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