

Interim Healthcare Estate Requirement Report

Assessing Healthcare Estate Requirement in Woking, Surrey
with regard to the proposed development of Kingfield Stadium, Woking

Prepared for the Directors of Woking Football Club
The Laithwaite Community Stadium, Kingfield, Woking, Surrey, GU22 9AA

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1.0 Executive Summary

- 1.1** The proposed Cardinal Court development is to be located approximately one mile to the south of Woking town centre within the Kingfield area. The surrounding area comprises a mixture of amenities including residential, doctors' surgery and branch doctors' surgery, cafes/restaurants, recreation grounds, preschool, nursery school and primary school.
- 1.2** The proposed development focuses upon the redevelopment of the football stadium with the intention that the football stadium will become a community asset to include a broad range of amenities, notably a medical centre together with associated healthcare facilities.
- 1.3** The extant doctors' surgeries in the catchment are generally house conversion type surgeries which are dated and provide little expansion potential. These properties are over-utilised, with the average ratio being 1 GP for every 2,471 patients compared to the widely cited optimum benchmark of 1 GP for every 1,800 patients, indicating that the existing practices are operating beyond optimum capacity.
- 1.4** The Cardinal Court development proposes a total of 1,048 new homes, projected to generate 1,887 additional residents. It is acknowledged that no development should have an adverse impact on existing local infrastructure. The potential adverse impact upon extant local GP practices, which are over-utilised with little scope for expansion, can be mitigated by investment in healthcare practices and the premises from which to provide those services, as well as in the recruitment of GPs to provide such services.
- 1.5** It is the conclusion of this interim Report that there is a need for additional GPs within Woking town centre, particularly to the south of Kingfield, and that additional infrastructure is required from which to provide GP and other healthcare services. The inclusion of a medical centre as part of the Cardinal Court development would enable the additional population to be catered to and would help to alleviate the pressure on existing GP practices who may wish to co-locate into a larger, more modern healthcare facility.
- 1.6** At this stage, enquiries have not been made of NHS Commissioners, but it is expected that there will be a positive response for the provision of a new healthcare facility, albeit this will need to be considered in the context of financial affordability.
- 1.7** Enquiries are being made of nearby GP practices. With it generally being difficult for GP practices to compete in the property market to secure new premises, the opportunity to include a medical centre at the planning/development stage of a large

mixed-use development site is likely to be considered of significant interest and benefit to GP practices. The inclusion of a new healthcare facility will ensure there is no adverse impact on the existing healthcare provision from the other uses being proposed for Cardinal Court. Moreover, the inclusion of a new healthcare facility is likely to facilitate an improvement in healthcare services.

- 1.8** The NHS is currently undergoing a transformation in the provision of healthcare. With the closure of many small practices in recent years, and the introduction of Primary Care Networks (consisting of multiple GP practices and 30,000-50,000 patients), the NHS direction of travel is shifting away from commissioning smaller, less resilient and less sustainable 'single-hander' GP practices, towards fewer, larger medical centres. The care model is also changing towards proactive rather than reactive care, with emphasis being placed on community-based care and services such as social prescribing, which can often be delivered from community centres in order to reduce strain on hospitals and GP surgeries.
- 1.9** With the shift away from commissioning small GP surgeries towards amalgamating services and rationalising NHS estate, it is the conclusion of this interim Report that North West Surrey CCG will be less likely to encourage contributions to off-site improvements such as extensions to existing surgeries with the more likely preference to be for a new medical centre to be provided in order to facilitate recruitment of additional GPs and create capacity for rising patient lists which may be provided by way of multi-disciplinary healthcare teams.
- 1.10** It is also the conclusion of this interim Report that there may be an opportunity to create a multi-disciplinary medical centre of circa 939m² (10,000 sq ft), with interaction with activities within the football stadium and potentially balanced with a community centre for the provision of social prescribing services and group activities.

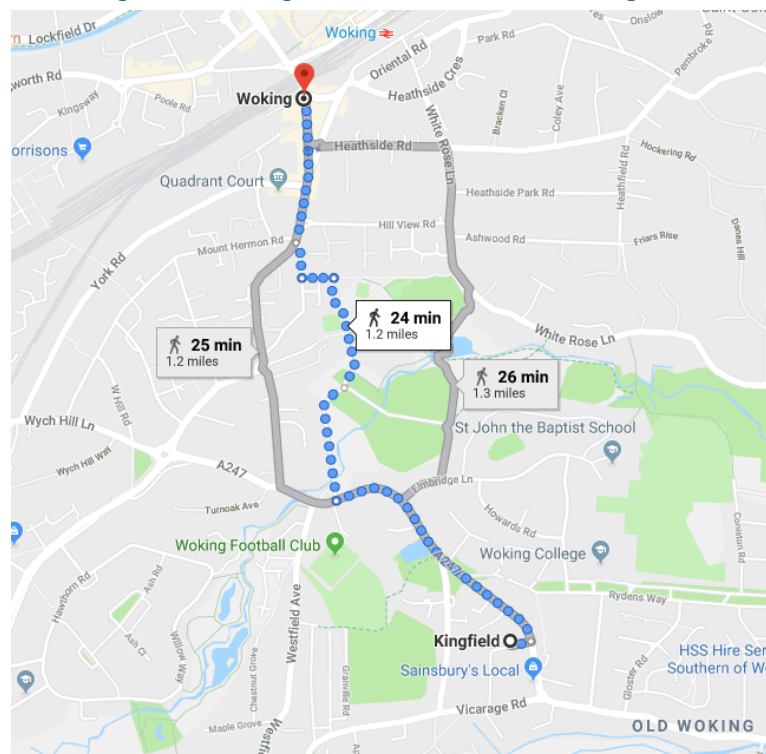
2.0 Introduction

- 2.1** This interim Healthcare Estate Requirement Report has been commissioned by GolDev Woking Ltd in relation to a proposed development at the Laithwaite Community Stadium, Kingfield Road in Woking, Surrey, to create a new stadium and residential development known as Cardinal Court. This interim Report has been prepared by Primary Care Surveyors Ltd.
- 2.3** The Cardinal Court development will create a new neighbourhood at Kingfield to include a new 9,026-spectator capacity stadium for Woking Football Club, as well as a social hub for the community and multi-purpose facilities for retail, business, community and leisure activities, including a medical centre together with associated healthcare facilities.
- 2.4** David Lloyd leisure club is currently located to the immediate south-east of Woking Community Stadium. David Lloyd has agreed to relocate to Egley Road, 1 mile to the south-west, to enable the Cardinal Court development.
- 2.5** 36 new homes (a mixture of 3-, 4- and 5-bed houses) will be provided at Egley Road in Woking, whilst at Kingfield a further 1,048 homes (a mixture of studio, 1- and 2-bed flats and 3 bed dwellings) will be provided across 5 residential apartment buildings as part of the Cardinal Court project, generating 1,887 additional residents (across both sites) by the time of full occupation. It is accepted that the sale of these homes will enable the funding of the new stadium.
- 2.6** It has been identified that new or improved community facilities are a key requirement of land identified for the new Woking Stadium. This interim Report has been commissioned to look at the requirement for provision of a new healthcare facility.
- 2.7** Our instructions at this stage have been to provide an interim report giving our opinion as to whether there is sufficient existing provision of healthcare estate in the vicinity of Kingfield to cater to the needs of the additional residents projected to result from occupation of the homes being provided as part of the Cardinal Court development, or whether additional capacity is required.
- 2.8** Direct engagement with the relevant stakeholders – GP practices, the local Primary Care Network(s), North West Surrey CCG and NHS England South (South East) – has not been undertaken as part of this interim Report and will now commence.

3.0 The Locality: Woking borough, Woking town and the Kingfield area

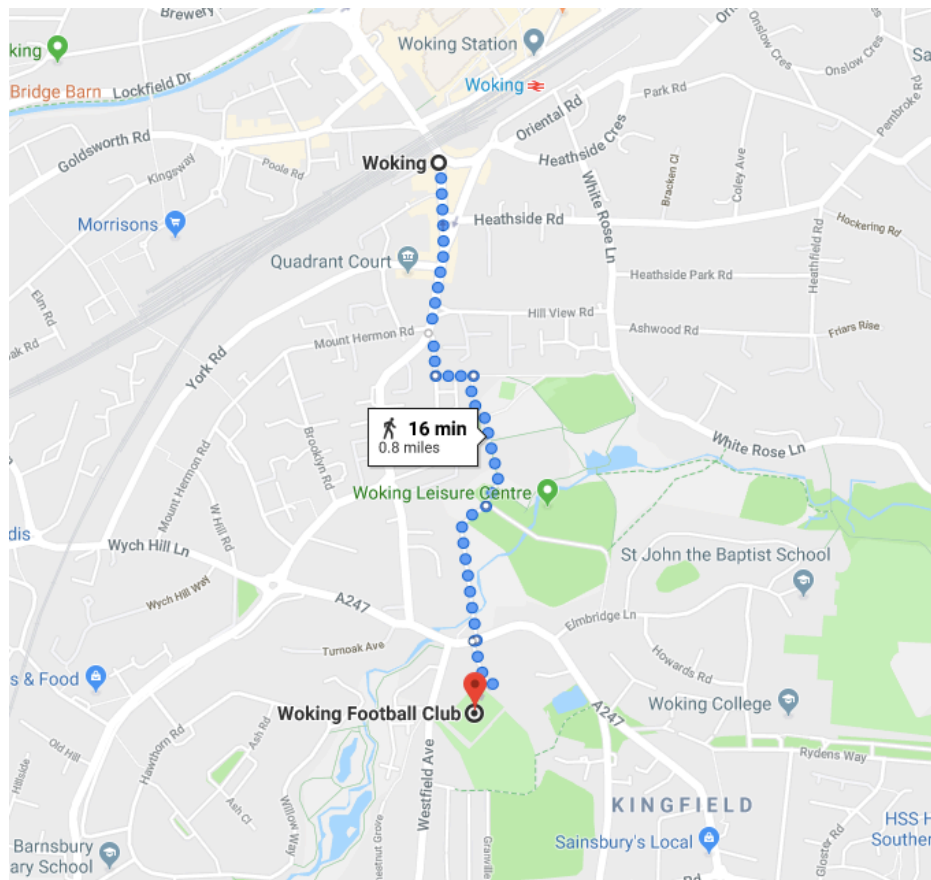
- 3.1 Kingfield Stadium is located within the large London commuter town of Woking in north-west Surrey, in the south-east of England. As a town, Woking is one of the largest in Surrey with a population of 62,796; as a borough its population is 101,129 (source: ONS 2017 mid-year estimates).
- 3.2 Woking is economically vibrant and a relatively affluent town, though there are areas of deprivation in the Maybury & Sheerwater ward where income deprivation particularly affects older people.
- 3.3 Woking benefits from excellent transport connections, being close to both Heathrow and Gatwick airports and having access to the national motorway network via the M25 and to the channel ports and continent via the M3 and A3. There are also fast trains to London from Woking station, with London Waterloo accessible in 25 minutes.
- 3.4 The area of Kingfield is situated in an area known as 'Old Woking', just over 1 mile to the south of Woking town centre and its shops and amenities, including schools, parks and recreation facilities. A map demonstrating the locality and the distance from Woking town to Kingfield is shown at Figure 1 below:

Figure 1 – Woking town centre to the area of Kingfield



- 3.5** Kingfield Stadium is situated just under 1 mile to the south of Woking town centre, as demonstrated at Figure 2 below:

Figure 2 – Woking town centre to the existing Kingfield Stadium

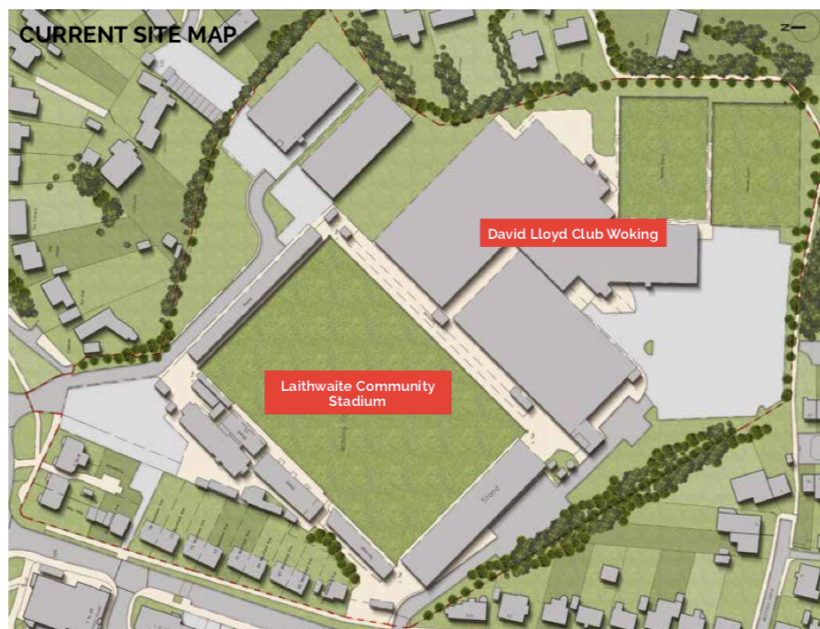


- 3.6** Local amenities in the local area include shops, a pharmacy, a pre-school, nursery and primary school, a podiatrist, a main and branch GP surgery, cafes and restaurants, and a recreation ground.
- 3.7** In terms of public transport, there are 3 bus stops in close proximity to the existing stadium; these are located on Kingfield Road (outside the site), Elmbridge Lane and Kingfield Green, circa 0.1 miles, 0.2 miles and 0.3 miles respectively from the stadium, from which there are frequent services via circular routes to Woking town centre, Camberley, Lightwater and Guildford. Planned upgrades to bus corridors include improvement to bus routes towards Kingfield.
- 3.8** There is a good network of public rights of way in the area, with walking and cycling links nearby and linkages to the National Cycle Network.

4.0 The Proposed Development Site: Cardinal Court

- 4.1 Kingfield Stadium is to form part of a proposed development known as Cardinal Court, which will be located on and around the site of the existing stadium and David Lloyd leisure club. It is understood that a planning application for the Cardinal Court development will be submitted during Autumn 2019, with the target being for construction to begin in Spring 2021.
- 4.2 The Cardinal Court development will create a new neighbourhood to include 1,086 new homes at Kingfield Road and Egley Road. 36 of these new homes (a mixture of 3-, 4- and 5-bed houses) will be provided at Egley Road, whilst at Kingfield 1,048 homes (a mixture of studio, 1- and 2-bed flats and 3 bed dwellings) will be provided across 5 residential apartment buildings. It is projected that 1,887 additional residents will result from these developments by the time of full occupation.
- 4.3 Also at Cardinal Court will be facilities for retail, business, community and leisure activities at Kingfield Road.
- 4.4 The current configuration of the site is shown at Figure 3 below:

Figure 3 – current site plan



- 4.5 The proposed Cardinal Court development, to include the new, 9,026-spectator capacity Woking Community Stadium, is shown at Figure 4:

Figure 4 – proposed site plan



- 4.6** The proposed plans for Cardinal Court include creation of a new central avenue, to be shared with vehicles, bicycles and pedestrians, which will connect the site to the wider community, and a landscaped, shared public space at the new arrival point on Kingfield Road which will act as a meeting place for visitors and residents.

5.0 Existing Provision of Healthcare

5.1 The borough of Woking ('the borough') falls under the Surrey Heartlands Health and Care Partnership, a partnership of health and care organisations that includes Surrey County Council alongside CCGs, foundation and hospital trusts, and community health services.

5.2 Primary care in the region is commissioned by NHS England South (South East) and, more locally, by NHS North West Surrey Clinical Commissioning Group (CCG).

5.3 North West Surrey CCG commissions healthcare for a population of 370,000, mainly across the boroughs of Elmbridge (West), Runnymede, Spelthorne and Woking via several routes, including NHS Foundation Trusts, CSH Surrey (for adult community services) and GP practices. There are 41 GP practices in the North West Surrey CCG area, 15 of which are in Woking.

5.4 Primary care services provide the first point of contact in the healthcare system and include general practice, community pharmacy and dental services (source: NHS England), and both preventative and curative care. In addition to assessing the GP, pharmacy and dental services available and accessible from the Kingfield area, this interim Report will also look at the hospitals nearby.

5.5 Hospitals

5.5.1 There are 8 NHS and private hospitals within 10 miles of Kingfield, providing a range of health services as shown at Figure 5 below:

Figure 5 - hospitals within 10 miles of Kingfield

Hospital	Provider	Services	Distance from Kingfield
Woking Community Hospital Woking	Central Surrey Health Ltd (CSH Surrey)	Community health centre – adult community services, walk-in clinic, care for older people (the Bedser Hub)	1.3 miles
Nuffield Health Woking Hospital Woking	Nuffield Health	Private hospital	2.3 miles
Cygnets Hospital Woking	Cygnets Health Care	Private hospital – mental health services	3.2 miles
Priory Hospital Woking	Priory Group	Private hospital – addiction rehabilitation,	3.8 miles

		depression, anxiety, stress and bipolar disorder	
St Peter's Hospital Chertsey	Ashford and St Peter's Hospitals NHS Foundation Trust	District general hospital – acute care services, A&E department	5.8 miles
BMI Mount Alvernia Hospital Guildford	BMI Health Care	Private hospital	6 miles
Royal Surrey County Hospital Guildford	Royal Surrey County Hospital NHS Foundation Trust	District general hospital – specialist cancer services, A&E department	6 miles
Frimley Park Hospital Camberley	Frimley Health NHS Foundation Trust	General hospital – acute care services, A&E department	10 miles

5.6 GP Surgeries

5.6.1 North West Surrey CCG commissions healthcare via 41 GP practices, 15 of which are within the borough and Locality of Woking. One other GP practice, Villages Medical Practice, is within Woking but is commissioned by NHS Guildford and Waverley CCG. The 16 GP practices within Woking are shown at Figure 6 below, alongside: the main or branch address and its distance from Kingfield; whether the practice catchment area covers Kingfield:

Figure 6 – GP practices within Woking

GP Practice	Main/Branch Address and Distance from Kingfield	Kingfield within catchment?*
1 – Southview Medical Practice	Westfield Surgery, Holmes Close, Westfield – 0.6 miles	YES
	Southview Surgery, Guildford Road, Woking – 1 mile	YES
2 – Greenfield Surgery	177 High Street, Old Woking – 0.8 miles	YES
3 – Hillview Medical Centre	3 Heathside Road, Woking – 1.4 miles	YES
4 – Goldsworth Medical Practice	York House Medical Centre, Heathside Road, Woking – 1.5 miles	YES
	Goldsworth Park Health Centre, Denton Way, Woking – 2.5 miles	YES
5 – Heathcot Medical Practice	York House Medical Centre, Heathside Road, Woking – 1.5 miles	NO
	54 Brewery Road, Horsell, Woking – 2.3 miles	NO

	Knaphill Surgery, Redding Way, Woking – 3 miles	NO
6 – Sunny Meed Surgery	15-17 Heathside Road, Woking – 1.5 miles	YES
7 – St John’s Family Practice	Hermitage Road, Woking – 2.3 miles	YES
8 – College Road Surgery	4-6 College Road, Woking – 2.5 miles	YES
9 – Villages Medical Practice	Send Barns Lane, Woking – 2.5 miles	YES
10 – Maybury Surgery	Alpha Road, Woking – 2.7 miles	YES
11 – Sheerwater Health Centre	Devonshire Avenue, Woking – 3.7 miles	NO
12 – Madeira Medical	West Byfleet Health Centre – 4.1 miles	NO
13 – Parishes Bridge Medical Practice	West Byfleet Health Centre – 4.1 miles	NO
14 – Wey Family Practice	West Byfleet Health Centre – 4.1 miles	NO
15 – Chobham and West End Medical Practice	Chobham Surgery, Woking – 5 miles	NO
	West End Surgery, Woking – 5.7 miles	NO
16 – Pirbright Surgery	The Green, Pirbright, Woking – 5.8 miles	NO

*Enquiries were made of individual practices where catchment area maps were unavailable

5.6.2 Figure 6 above demonstrates that residents of the Kingfield area fall into the catchment area for, and are able to register at, 9 out of the 16 practices within Woking.

5.6.3 Figure 7 below lists the 9 GP practices at which residents of Kingfield can register, alongside: the number of patients already registered at each practice; the number of full-time equivalent (FTE) GPs per practice; and the overall number of patients per GP for each practice:

Figure 7 – GP practices with which residents of Kingfield can register

GP Practice	Main/Branch Address and Distance from Kingfield	Registered Patients*	Number of FTE GPs*	Patients per FTE GP
1 – Southview Medical Practice	Westfield Surgery, Holmes Close, Westfield – 0.6 miles	10,648	3.7	2,878
	Southview Surgery, Guildford Road, Woking – 1 mile			
2 – Greenfield Surgery	177 High Street, Old Woking – 0.8 miles	1,978	0.8	2,473
3 – Hillview Medical Centre	3 Heathside Road, Woking – 1.4 miles	14,376	5.4	2,662
4 – Goldsworth Medical Practice	York House Medical Centre, Heathside Road, Woking – 1.5 miles	12,277	5	2,455
	Goldsworth Park Health Centre, Denton Way, Woking – 2.5 miles			
5 – Sunny Meed Surgery	15-17 Heathside Road, Woking – 1.5 miles	9,727	3.6	2,702
6 – St John’s Family Practice	Hermitage Road, Woking – 2.3 miles	11,776	5.8	2,030
7 – College Road Surgery	4-6 College Road, Woking – 2.5 miles	3,259	0.7	4,656
8 – Villages Medical Practice	Send Barns Lane, Woking – 2.5 miles	7,933	4.3	1,845
9 – Maybury Surgery	Alpha Road, Woking – 2.7 miles	2,904	1.0	2,904
TOTAL		74,878	30.3	
Number of registered patients per FTE GP		74,878 / 30.3 =		2,471





*Source: NHS Digital General Practice Workforce Interactive Dashboard (June 2019)





5.6.4 Figure 7 above indicates that there is, on average, 1 GP for every 2,471 patients in the practices whose catchment area covers Kingfield Road. A widely cited benchmark for the adequacy of primary healthcare provision is that – as an optimum – 1,800 patients should be listed per whole time GP (source: NHS Digital General Practice Workforce Interactive Dashboard) in order to provide an appropriate and effective service.

5.6.5 With the existing general practice estate already operating beyond capacity, the addition of circa 1,887 residents resulting from the Cardinal Court development would require additional capacity to be created in order for new patients to be accommodated within existing practices and recruitment of

additional GPs to cater to those patients. The premises occupied by each of the 9 GP practices listed at Figure 7, and its potential for extension or expansion, is now described below at Figure 8:

Figure 8 – GP practice premises

GP Practice		
<p>1 – Southview Medical Practice</p>	<p style="text-align: center;">Westfield Surgery</p> 	<p>Westfield Surgery, the branch surgery, is a two-storey building which was purpose-built in the 1990s. Consulting rooms are available at ground floor for those unable to use the stairs.</p>
	<p style="text-align: center;">Southview Surgery</p> 	<p>The main surgery, Southview Surgery, is a two-storey, converted 1960s building with a flat roof, with a small car park at the front of the building. The tight site means that opportunity for extension or expansion is very limited.</p>
<p>2 – Greenfield Surgery</p>		<p>Greenfield Surgery is a small, dated, end-of-terrace house conversion with parking. It is understood that this practice will end its contract to provide primary care services from the end of September 2019 and will merge with Sunny Meed Surgery.</p>
<p>3 – Hillview Medical Centre</p>		<p>Hillview Medical Centre was purpose-built in the 1990s over two storeys, with the first floor currently being used for private provision of healthcare including physiotherapy. Extending this property would be difficult and car parking spaces would be lost.</p>

<p>4 – Goldsworth Medical Practice</p>	<p>York House Medical Centre</p> 	<p>York House is a 1990s, purpose-built medical centre on a very constrained site, and is also occupied by another practice, Heathcot Medical Practice, as well as by a Boots Pharmacy. The doctors occupy the building via long leasehold, rather than freehold, so have no control over the site.</p>
	<p>Goldsworth Park Health Centre</p> 	<p>The practice moved into the now dated, two-storey Goldsworth Park Health Centre in the 1980s. This site is constrained by virtue of being adjacent to Woking Community Hospital.</p>
<p>5 – Sunny Meed Surgery</p>		<p>Sunny Meed Surgery operates from converted residential premises which already appears to have been extended and which has extremely limited further expansion potential.</p>
<p>6 – St John’s Family Practice</p>		<p>The practice occupies a purpose-built health centre, with all patient services at ground floor for access.</p>
<p>7 – College Road Surgery</p>		<p>College Road Surgery operates from two adjoining, semi-detached, converted residential properties, with some parking for staff and patients.</p>

<p>8 – Villages Medical Practice</p>		<p>The Villages Medical Centre is a single-storey, purpose-built health centre providing patient parking and a Boots Pharmacy.</p>
<p>9 – Maybury Surgery</p>		<p>Maybury Surgery is located in an area of income deprivation and occupies a single-storey, modern, purpose-built health centre. The surgery went into special measures following a CQC inspection in 2016, and has been under new management since 2017.</p>

5.6.6 Figure 8 above indicates that the existing GP surgeries within Woking are of modest size and are either conversions or dated purpose-built premises, with limited expansion potential.

5.7 Pharmacies

5.7.1 There are 9 commercial pharmacies within 3 miles of Kingfield Road, as shown at Figure 9 below:

Figure 9: Pharmacies within 3 miles of Kingfield Road

	Pharmacy	Distance from Kingfield Road
1.	Lloyds Pharmacy Kingfield Road, Woking	<i>By car:</i> 0.2 miles/1 minute
2.	Boots Pharmacy 33-34 Guildford Road, Woking	<i>By car:</i> 1.1 miles/3 minutes
3.	Boots Pharmacy Heathside Road, Woking	<i>By car:</i> 1.5 miles/5 minutes
4.	Boots Pharmacy 24-26 Bandstand Mall, Woking	<i>By car:</i> 1.7 miles/9 minutes
5.	Rowlands Pharmacy 12 Hermitage Road, St Johns, Woking	<i>By car:</i> 2.2 miles/7 minutes
6.	Bridge Pharmacy 153 Maybury Road, Woking	<i>By car:</i> 2.3 miles/8 minutes

7.	Boots Pharmacy The Villages Medical Centre, Send, Woking	<i>By car:</i> 2.4 miles/6 minutes
8.	Boots Pharmacy The Goldsworth Park Centre, Woking	<i>By car:</i> 2.5 miles/8 minutes
9.	Horsell Pharmacy 91 High Street, Horsell, Woking	<i>By car:</i> 2.6 miles/9 minutes

5.7.2 There has been a trend in recent years for pharmacies to co-locate with GP practices, by way of pharmacy units being integrated into new medical centres. This trend has been driven largely by commercial reasons, with pharmacies seeking to dispense the majority of pharmacy prescriptions generated by the adjacent GP practice. However, due to changes in the pricing structure paid by the NHS to dispense prescriptions, there is reluctance by some pharmacies to relocate their business to within medical centres, since this can sometimes be a lower profile situation. Given this, along with the indication that there is plentiful provision of pharmacies already within the Kingfield area, and the lower profile location that might hinder over-the-counter retail sales, it is considered unlikely that a pharmacy will seek to relocate to within a new medical centre within the locality at this time.

5.8 Dental Surgeries

5.8.1 There are 14 dental surgeries within 3 miles of Kingfield Road, as shown at Figure 10 below:

Figure 10: Dental surgeries within 3 miles of Kingfield Road

	Dental Surgery	Distance from Kingfield Road
1.	Bupa Dental Care Westfield Road, Woking	<i>By car:</i> 0.3 miles/1 minute
2.	Total Orthodontics 1 Claremont Avenue, Woking	<i>By car:</i> 0.8 miles/2 minutes
3.	Crofton Orofacial Dental Surgery Crofton House, Wych Hill Rise, Woking	<i>By car:</i> 1.0 miles/3 minutes
4.	Bupa Dental Care The Retreat, Guildford Road, Woking	<i>By car:</i> 1.4 miles/5 minutes
5.	Woking Dental Care 5A Oriental Road, Woking	<i>By car:</i> 1.5 miles/5 minutes
6.	Bradstow Dental Practice Chobham Road, Woking	<i>By car:</i> 1.7 miles/6 minutes
7.	Goldsworth Road Dental Centre 96 Goldsworth Road, Woking	<i>By car:</i> 1.7 miles/5 minutes

	Dental Surgery	Distance from Kingfield Road
8.	Smile For Life Dental Clinic 99 Goldsworth Road, Woking	<i>By car:</i> 1.7 miles/5 minutes
9.	Damira Maycroft Dental Practice Chobham Road, Woking	<i>By car:</i> 1.8 miles/6 minutes
10.	Lorna Doone Dental Surgery Chobham Road, Woking	<i>By car:</i> 1.8 miles/6 minutes
11.	Bright Dental Centre 2 Hermitage Road, Woking	<i>By car:</i> 2.2 miles/6 minutes
12.	The Dental Practice on Broadway 6 The Broadway, Woking	<i>By car:</i> 2.4 miles/8 minutes
13.	MacroCare Dental Health High Street, Woking	<i>By car:</i> 2.4 miles/9 minutes
14.	Parkside Dental Centre Goldsworth House, Woking	<i>By car:</i> 2.5 miles/7 minutes

5.8.2 Given the general good level of provision of dental services in the locality, it is anticipated that there will be little demand from dentists to seek to expand by way of opening another surgery or relocating an existing surgery. Furthermore, there is generally little clinical interaction between GP and dental practices, so it will be of little clinical benefit to include a dental surgery within a health facility, were one to be provided as part of the Cardinal Court development.

5.9 Summary

5.9.1 In summary, the locality surrounding Kingfield Road has the following provision:

- 8 NHS and private hospitals within 10 miles;
- 9 GP practices at which residents of Kingfield can register;
- 9 commercial pharmacies and 14 dental surgeries within 3 miles.

5.9.2 As shown at Figure 7 and described at para 5.6.3, the 9 GP practices at which residents of Kingfield can register as patients are already heavily subscribed, with 2,471 patients per FTE GP. With most of the 9 practices far exceeding 1,800 patients per FTE GP – and College Road Surgery having more than double the optimum number – it would appear that the existing GP practices in the area are already operating far beyond optimum capacity for the extant population, indicating that, in terms of GPs and capacity within the existing primary healthcare estate, there is inherent under-provision in the locality.

- 5.9.3** As established at para 5.6.6, the extant general practice estate comprises mainly converted residential premises or dated purpose-built health centres with limited expansion potential and therefore limited opportunity for the recruitment of GPs or the provision of additional healthcare such as physiotherapy and social prescribing.
- 5.9.4** There is sufficient provision of pharmacies and dental surgeries in the locality, and in the current climate there is not the appetite for pharmacies to co-locate with GP practices in new medical centres. This is due limited clinical interaction and therefore clinical benefit between GP practices and pharmacy/dentistry, and to changes in the NHS prescription dispensing payment structure.
- 5.9.5** Given the above, the extant GP practices in Woking would be placed under additional and unsustainable pressure should they be expected to cater to the 1,887 residents projected to result from the Cardinal Court development. With extant practices already over-utilised, it stands to reason that a new healthcare facility in the locality would not only enable the additional population generated by Cardinal Court to be catered to, without detrimental impact upon the existing local infrastructure, but could help alleviate the pressure on existing practices from the growing and ageing population as described at section 6.0 below.

6.0 Demographics

- 6.1** The county of Surrey has a population of approximately 1,185,000 (source: ONS 2017).
- 6.2** Woking is one of the fastest growing boroughs in Surrey with a population of 101,129 in 2017 – approximately 8.6% of the population of the county (source: Woking Borough Council and Surrey Joint Strategic Needs Assessment).
- 6.3** The population of the borough of Woking increased by 6,732 from 2007 to 2017, a twofold increase on the previous decade which saw population rise of just 3,260 (source: ONS 2017).
- 6.4** Woking has a population density that is more than twice the average for Surrey (15.6 people per hectare in Woking compared to 6.8 on average for Surrey).
- 6.5** The population of Surrey is projected to increase to 1,309,500 by 2041 (source: Surrey JSNA). If the population of Woking borough increases proportionally, the borough will see a rise to 112,617 over the next 22 years.
- 6.6** Woking is one of the most economically active boroughs in Surrey, with a slightly higher proportion of residents that are economically active (75.36%) than the average for the county (73.63%) (source: Woking Borough Council).
- 6.7** Woking is also the most ethnically diverse local authority in Surrey, with 16.4% of its population from non-white ethnic groups, and is the borough with the highest number of people with poor English skills in Surrey (source: Surrey JSNA).
- 6.8** 15% of the population of Woking borough is over the age of 65. Whilst this figure is lower the national average of 18.2% (source: ONS 2017 mid-year estimates), the UK population as a whole is ageing. By 2037, it is projected that 23% of the population of Woking will be aged over 65 and 13% will be aged over 75 (source: ONS). An ageing population comes with higher levels of dependency, dementia and comorbidity and increasingly complex health needs including long-term conditions. According to The Kings Fund, people with long-term conditions now account for about 50% of all GP appointments.
- 6.9** 13% of the population of Woking borough have a limiting long-term illness that impacts their day-to-day activities and 2.62% of the population have “bad or very bad” health. The rates of obesity amongst children of reception age and amongst adults are slightly higher than the average for Surrey, as are the rates of alcohol-related hospital admissions (source: Woking Borough Council).

- 6.10** Woking as a town has a population of circa 63,000. Within the town is the ward of 'Old Woking', in which Kingfield Road is situated, which had a population of 3,192 in 2011, a 20.73% increase from its population in 2001 (source: ONS 2011).
- 6.11** The borough of Woking saw an increase of 2,526 households between 2001 and 2011.
- 6.12** In the town of Woking, the Cardinal Court development will create 1,048 new homes at Kingfield Road and a further 36 homes at Egley Road, with the potential for approximately 1,887 additional residents.

7.0 Local and National Policy

7.1 A number of strategic policies and documents have been drawn upon in assessing healthcare estate policy and requirement in Woking. These documents are listed at Figure 11 below, in order of publication, along with the name of the publishing body and the abbreviation by which each is referred to in this document:

Figure 11: Strategic policies and documents

	Document	Publishing Body	Publication Date	Abbreviation
1.	General Practice Premises Policy Review	NHS England	June 2019	GPPPR
2.	Surrey Joint Strategic Needs Assessment	Surrey County Council	February 2019	JSNA
3.	GP Partnership Review	Department of Health and Social Care	January 2019	GPPR
4.	The NHS Long Term Plan	NHS England	January 2019	NHSLTP
5.	Infrastructure Capacity Study and Delivery Plan	Woking Borough Council (Planning Policy Team)	April 2018	ICSDP
6.	Urgent Care and Out of Hospital Strategy	North West Surrey Health and Care Partnership	April 2018	UCOHS
7.	Surrey Infrastructure Study	Surrey County Council and AECOM	November 2017	SIS
8.	Woking Economic Development Strategy	Produced for Woking Borough Council by Matthews Associates (UK) Ltd	June 2017	WEDS
9.	General Practice Forward View	NHS England	April 2016	GPFV
10.	Woking Adopted Core Strategy	Woking Borough Council	October 2012	WACS

7.2 The overarching direction of travel within the NHS is a move away from fragmented healthcare estate (i.e., lots of small GP practices operating independently) towards practices working together in ‘hubs’ of at least 30,000-50,000 patients. As identified in the *Infrastructure Capacity Study and Delivery Plan*, this is “in order to share community nursing, mental health and clinical pharmacy teams, expand diagnostic facilities, and pool responsibility for urgent care and extended access” (source: ICSDP, page 108). The *Surrey Infrastructure Study* also identifies that “reorganising GP provision to create better scale of provision (1 GP practice = 30,000 patients) involves

limiting the development of new GP practices through procurement, resulting in total footprint reduction despite increasing demand” (source: SIS, pages 60 and 108).

- 7.3** To this end, preference in recent years has been for extensions to existing GP practice buildings or construction of new, larger medical centres where one or multiple practices can collaborate with other healthcare providers. For Woking, the *Infrastructure Capacity Study and Delivery Plan* identifies that “in the short term (2017-2022), reconfiguration of existing facilities or provision of new health centres is likely to be required, whilst in the medium-term (2023-2027), additional GP provision is likely to be required over the lifetime of the *Woking Adopted Core Strategy* in order to cater to the additional population arising from natural growth, housing development and in-migration” (source: ICSDP, page 7).
- 7.4** The lack of healthcare capacity within Woking and the requirement for greater access to local GPs is identified in the *ICSDP* (page 107, para 10.23), the *Surrey Infrastructure Study* (page and 60) and the *Urgent Care and Out of Hospital Strategy* document (page 2), with “a requirement from 2016-2031 for 4 additional GPs and 4 additional dentists” (source: SIS, page 61).
- 7.5** With 4,436 units of housing planned to 2031 (source: SIS, page 28), bringing 10,646 new residents to the area (based on 2.4 persons per household), Woking is shown to have considerable infrastructure costs to support growth (source: SIS, page 7). The growing population will impact upon local infrastructure, particularly upon GP practices which are already operating far past the optimum patient to GP ratio.
- 7.6** The *General Practice Forward View* recognises a need to focus on the development of estates infrastructure, specifically with regard to the transformation of services, and states that “new premises may be needed to cater for significant population growth, and to facilitate primary care at scale” (GPFV, page 38).

8.0 Conclusion

- 8.1** In this interim Report we have looked at the existing physical infrastructure for the delivery of healthcare in the borough of Woking. We have determined that existing healthcare infrastructure is dated and of poor quality. Most of the surgeries within Woking are essentially former residential properties that have been converted and extended to meet the needs of the population over the course of many years. Such properties do not meet prevailing specification guidance published by the Department of Health, notably with regard to patient confidentiality and infection control standards. These properties have minimal potential for expansion.
- 8.2** We have also established that GP practices are already operating at above optimum capacity for the extant population, without taking into account the potential 1,887 additional residents projected to result from the residential aspect of the Cardinal Court development.
- 8.3** We have had regard for the existing and forecast population numbers for the area, which show that the population is increasing and ageing, both of which factors will impact upon GP and other healthcare services.
- 8.4** There are ongoing changes in the healthcare market, with the trend being towards co-location of enhanced services alongside GP practices. This is very much focused on additional healthcare services, such as diagnostics, counselling, physiotherapy combined with the opportunity to work with secondary healthcare providers, e.g. hospital consultants within the primary care setting. The further dynamic change is the impact of social prescribing which is focusing on opportunities to work with patients towards health maintenance (rather than treatment of illnesses) and mental health. This can involve services such as activities to focus on social interaction, as well as physical exercise such as yoga and Pilates classes.
- 8.5** The overall arena for healthcare is very much changing towards the interaction of multiple healthcare service providers in order for there to be integration of various providers along with the transformation of healthcare services. Due to the constraints within the extant primary care estate, there appears to be very little opportunity to facilitate and accommodate such integration transformation within the existing premises. The intention of the new premises will be to accommodate and facilitate such services. This in turn may require a larger patient list to be accommodated which in turn may bring about the merger of practices, or at least the co-location of practices, within the same location.

- 8.6** A medical centre at Cardinal Court would make the development self-sufficient from a healthcare perspective, in terms of not having a detrimental impact upon existing healthcare service provision. Moreover, Cardinal Court can provide an opportunity to address the extant under-provision inherent in the local healthcare infrastructure, particularly in terms of helping to alleviate the pressure on extant GP practices from the growing population.
- 8.7** The rationalisation of smaller, older healthcare estate is an important part of NHS national strategy and enabling existing GP practices to relocate to new, modern medical centres addresses this requirement, as well as enabling those practices to recruit the additional clinical and administrative staff required to cater to the extant patient population and the projected increased patient population described at sections 6.0 and 7.0.
- 8.8** Given the above, it is the conclusion of this interim Report that there is requirement for a new medical centre as part of the Cardinal Court development, with the capacity to accommodate co-located services including those of general practice. A medical centre of circa 929m² (10,000 sq ft) would have capacity for circa 14,000 patients if used purely as a GP surgery. However, it is the opinion of this interim report that there will be an appetite for an extant GP surgery or GP surgeries to relocate or co-locate into a new medical centre alongside other healthcare providers and additional proactive healthcare services that would be beneficial to the local patient population, such as physiotherapy, group activities and social prescribing.
- 8.9** For reasons detailed in sections 5.7 and 5.8 (above), it is considered unlikely that there will be demand from either pharmacy businesses or dental practices to relocate to a new healthcare facility within Cardinal Court.
- 8.10** The inclusion of a medical centre within the football stadium development will enable the football stadium to be a key community asset for the delivery of healthcare services, as well as encouraging health and wellbeing and social interaction.