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**From:** NORTON, Jill (NHS MEDWAY CCG)  
**Sent:** 19 January 2018 15:17  
**To:** regeneration  
**Cc:** ROUSE, Tracy (NHS MEDWAY CCG); BOWRING-COOMBE, Lindsay (NHS MEDWAY CCG)  
**Subject:** Strood Waterfront Development Brief

Dear Sirs

In relation to the Strood Waterfront Development Brief, NHS Medway which has responsibility for commissioning health services within Medway, has reviewed the Strood Waterfront Development Brief and has the following comments to make:

We note that this Brief is a refresh of the 2006 Waterfront Development Brief but now includes the Civic Centre site. We also understand that this document when approved will be a Supplementary Planning Document and will provide developers with a framework of development principles.

We note the references to health and well-being and the acknowledgment that because of these development proposals, local healthcare facilities will require expansion. However, in our view these references are insufficient, and more weight should be given in the document to the demands these proposed housing developments will place on the existing health services and health infrastructure. For clarity, these demands range from the need for more staff, both clinical and non-clinical through to the need for expanded premises to provide services from. Consequently, we believe that the document should make specific reference to the need for S106 contributions to be made available to expand or develop health facilities. This would then be consistent with the references around education.

Currently in Medway we are working within a system where:

- Services are close to capacity across the patch with acute occupancy over 90%; a number of providers are in special measures or are noted as require improvements following CQC inspections; there is a high ratio of patients to GPs and a number of GPs are giving up general medical services contracts or retiring
- Workforce issues are prevalent especially in terms of recruitment, delivering rotas and maintaining a viable workforce which impacts on health and social care provision

Whilst the CCG is developing plans to provide sustainable solutions to these issues going forward the impact of new developments cannot be minimised.

In terms of this specific development we note that they could deliver potentially 1,610 dwellings spread across 3 of the development sites i.e. the Civic Centre, Kingswear Gardens and Strood Riverside. Assuming 2.4 people per dwelling this would give a population increase of 3,864. Assuming that a WTE GP has a patient list of 1,800 this would equate to 2.14 WTE GPs as shown below:

Site	Dwellings	New Population (based on 2.4 per dwelling)	GPs required (based on 1 WTE GP per 1,800 patients)
Civic Centre	565	1,356	0.75
Kingswear Gardens	445	1,068	0.59
Strood Waterfront	600	1,440	0.80
<b>Total</b>	<b>1,610</b>	<b>3,864</b>	<b>2.14</b>

The nearest GP Practices to these development sites are:

- St Mary’s Medical Centre, which was purpose built but has no capacity for expansion and reconfiguration. The Practice has 1 GP having recently lost 2 and a current list of circa 7,200, and are utilising locums. The list size would suggest the need for 4 WTE GPs based on the 1,800 patient ratio
- Gun Lane Centre, a purpose-built facility which is fully utilised and cannot be expanded. It houses 2 Practices:
  - Gun Lane Medical Practice, based on the ground floor. The Practice has 2 WTE GPs and a current list of circa 5,800. This would suggest the need for 3.2 WTE GPs based on the 1,800 patient ratio
  - Apex Medical Practice, based on the First Floor. The Practice has 4 WTE GPs and a current list of circa 6,800. This would suggest the need for 3.77 WTE GPs based on the 1,800 patient ratio

Taking this into account, whilst there is some flexibility within the Apex Medical Practice it is not sufficient to accommodate the requirements for GPs from these potential developments. This also does not take account of other housing developments within the Strood vicinity which will be completed before these developments. The reference to the Commissioners Road housing is an example of this.

The Keystone Health Centre is also located within Strood and provides a range of community and out of hospital services. This facility is confined in size and location and would not be able to accommodate the expansion of services required for these new developments.

In addition, Strood does not benefit from a modern Healthy Living Centre containing GP practices and community services, unlike other areas of Medway.

NHS Medway would request that these comments are considered and reflected in the Adopted Development Brief. We would also welcome discussion with Medway Council as to how best the health needs of these new populations can be addressed.

**Jill Norton**  
NHS Medway Clinical Commissioning Group

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