



<b>Title:</b>	Developing a London Estates Strategy
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## Strategic Partnership Board

22 March 2018

### 1. Purpose

- 1.1. The London Estates Board (LEB) has committed to develop an Estates Strategy with partners, bringing together the emerging 5 STP Strategic Estates Plans, the work that has been completed to date by the London Estates Delivery Unit (LEDU) and estate aims and targeted outcomes for the LEB.
- 1.2. To unlock progression to the next phase of operation, the LEB is required to demonstrate a robust London estates strategy, built up from STP plans, and to develop an associated capital plan that describes capital requirements, expectations for release and an associated capital pipeline.
- 1.3. This will be particularly important to inform discussions with regional and national partners about London's capital requirements, including the roles of capital receipt retention and national capital availability.
- 1.4. This paper describes the proposed development approach and content for the London estates strategy. This was ratified by the LEB in February 2018.

### 2. Action required by Board members

- 2.1. The Strategic Partnership Board is asked to
  - 2.1.1. COMMENT on the proposed outline and any required amends to ensure maximum value for London's health and care system.
  - 2.1.2. ENDORSE the proposed approach and timeline (section 4). The final London estates strategy and capital plan will be predicated on robust STP estates plans. These, in turn, are dependent on wide engagement across the STP and an agreed clinical strategy. The support of partners across

each STP will be vital to enable delivery of an estates strategy and capital plan by June 2018.

### **3. Partnership considerations**

3.1. The collective LEB, NHS and wider public sector estate strategies aim to support health and care. As such, the LEB provides reports to the SPB to enable effective oversight of health and care.

### **4. Approach to developing the LEB estates strategy**

4.1. The LEDU is currently preparing the draft LEB Estates Strategy in accordance with the outline and content set out in this paper.

4.2. This draft LEB Estate Strategy is being developed through workshop sessions, meetings and discussions with LEB members, NHS England, NHS Improvement, STPs, Providers, DH, and Property Companies.

4.3. Following comment by the SPB, the LEDU will incorporate additions and changes to the emerging draft. The first draft will be reviewed at the 29th March LEB and shared with SPB members in parallel. A subsequent draft will be brought to the SPB for comment in May 2018.

4.4. The draft will only become final by bringing together the completed STP Local Estate Strategies and capital pipeline. This is currently anticipated to be in June 2018.

### **5. LEB Estates Strategy – Outline**

#### **5.1. Context/case for change**

- 5.1.1 Overview of London health and care estate - Profile of the estate (incl. size, value, condition, quality)
- 5.1.2 Overview of emerging models of care – including e.g. NWL and NEL case studies
- 5.1.3 Vision of future health and care estate

#### **5.2. Key Strategic Principles**

- 5.2.1. For London to support the delivery of primary, community and social care estate [all to include illustrative examples]
  - Re-purposing existing buildings, refurbishment, new development, co-location across health and care
  - Adopting One Public Estate (OPE) principles, recognising synergistic value of public sector assets, investment, development and occupation (i.e. co-location with public sector services beyond health and care)

Operating as a single London system for specific functions to leverage skills, expertise and opportunities of the Greater London Authority and national partners (e.g. OPE).

5.2.2 For London support to enable delivery of a fit-for-purpose Acute Estate

- Estate that is both safe and appropriate for use with the right services located in the right places
- By addressing and reducing back-log maintenance
- And ensuring a supportive single policy to improve utilisation
- This will result in several major multi-service schemes across London  
[Illustrative examples]

### **5.3. Strategy for Success**

#### 5.3.1 Key Principles for Success

The successful delivery of the LEB estates strategy is predicated on:

- Up-front capital investment to release and deliver primary and community care facilities across the 5 STP areas;
- Through the LEB, a faster and more streamlined process for decision making and capital allocation in London;
- Strong and practical collaboration between devolution partners (including London and national);
- Effective deployment of resource and capability to both sub-regional and regional levels including NHS Trust and Foundation Trusts where necessary;
- A single version of estates data and reporting agreed and adopted by London partners;
- London partners taking a transparent and open book approach to estates, combined with a joined up approach to the management of the public sector estate as a whole and adopting OPE principles.
- Maintained momentum of major projects through increased local accountability and scheduled meetings;
- Re-investment of, and clarity on future capital availability;
- Maximise opportunities for self-funding of schemes using capital, receipts from land disposals and fully considering the use of private finance where this provides value for money;
- Through innovation the creation of sustainable revenue streams and capital pipeline to fund a multi-year programme.

#### 5.3.2 Key Enabling Workstreams

To support the successful delivery of the LEB Estate Strategy, a number of enabling workstreams are underway by the LEDU working with partners:

- Establish robust and transparent estates governance at London and Sub-regional levels.
- London capital pipeline development and prioritisation (include approach and criteria);
- London capital funding, financing and delivery strategy;
- London Strategic Estates Planning for STPs;
- London Utilisation Strategy;
- Homes for NHS Staff, with national partners;
- Back office rationalisation strategy; and
- Digital and data transformation

#### 5.3.3 Key Working Groups/Forums, including:

- London Estates Delivery Unit
- London Estates Delivery Unit Steering Group
- London Estates Board – Major Scheme Working Group
- Bespoke joint working Groups

#### **5.4. Estates Targeted Outcomes and associated Key Performance Indicators**

- Facilitation of modern, fit for purpose NHS facilities that are appropriately sized and utilised to their full capacity.
- Releasing surplus NHS estate in London - London having more control over its estate, so that London's health, care and wider public-sector opportunities (including the delivery of housing) can be effectively realised.
  - Delivery of greater economic and wider social value to Londoners, the health and care system and central government.

#### **5.5. Programme delivery and timeline**

A high-level programme for delivery including key milestones and LEB phase progression