

The London Health and Care Estates Strategy summary for SPB

Introduction

The London Health and Care Estates Strategy, developed by the London Estates Board (LEB), is a first for London. The LEB's vision is for London to have a world class health and care service estate that reflects and adds to its stature as a leading global city in the 21st century. The strategy brings together the locally-led work of London's five Sustainability and Transformation Partnerships (STPs), all of which have recently published sub-regional estate strategies and capital plans. London's shared strategy describes how by coming together, the partners involved with deciding the future of health and care facilities can work in a more organised and transparent way to transform the quality of the facilities in which our patients receive care.

Background

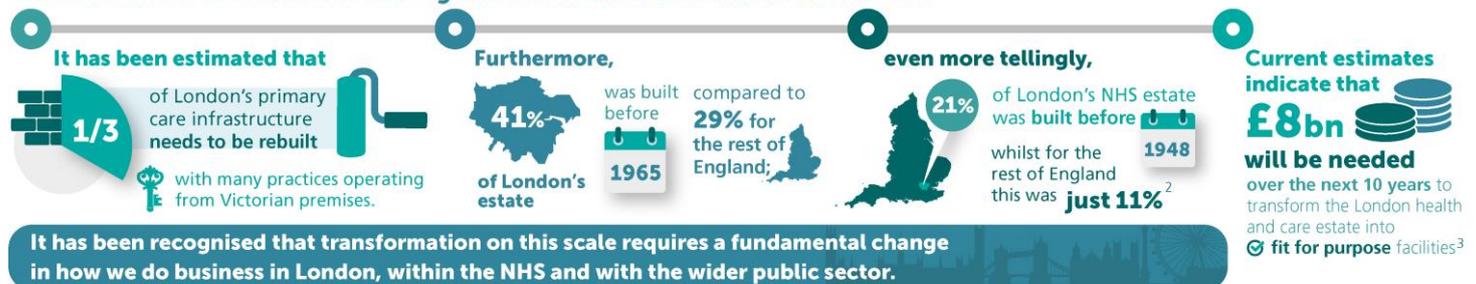
London has some of the world's most advanced facilities, but it also has some of the worst GP and hospital buildings in the country. We need to ensure that our NHS estate – the buildings we use for health and care in London – meets the standard that Londoners deserve now and into the future.

The London Health and Care Devolution Memorandum of Understanding (MoU), signed in November 2017¹ by national government and London partners, confirmed a commitment to accelerate health and care transformation. The deal allows rapid improvements for the benefit of Londoners and provides our health and care system with the power to make decisions at a more local level.

As part of the scope of the MoU, a key enabler of London's health and care transformation plans included 'a shared strategic approach to estates planning, including NHS capital investment decision-making'. Through establishing the LEB, partners committed to working in more transparent and collaborative ways, and agreed the purpose of the LEB would be to facilitate joined-up, strategic decision-making on London's NHS estate.

Our commitment

We know this is an ambitious vision given the current condition of our estates.



Governance and engagement

This is an exciting time for London, partners now have the opportunity to take health and care estate investment decisions for London, in London. The London Health and Care Estates Strategy is designed to help the health and care system to achieve our vision by mapping how we will collaboratively work together and use the approaches made possible by devolution. The LEB is a great example of the benefits of partnership working and collaboration; initially operating in an advisory capacity and since growing into a strategic forum. The LEB reports to the London Health and Care Strategic Partnership Board (SPB) and subsequently the London Health Board (LHB).

Plans for the use of land in London will continue to be led at a local level by STP estates teams and developed through local engagement with service users, staff and local communities. Our ambition for the future is for the

¹ London Health and Care Devolution Memorandum of Understanding, November 2017

² NHSI and LEDU ERIC Analysis, February 2019

³ LEDU Capital Pipeline Estimate, February 2019

LEB to act as a forum where decisions involving London's NHS estates are being discussed and taken within London, specifically on capital investment, so far as statutory powers permit and within national approval thresholds.

London Estate Board priorities and expected impact

Given the condition and age of our NHS estate outlined above, it's essential that improvements are made at a pace Londoners reasonably expect. The LEB will be measured by the strength of its performance to generate visible and quantifiable value for money outcomes. It will also be measured on its success in bringing partners together and acting as the voice for London on health and care estates matters at national discussions.

The LEB must deliver against three overarching requirements to be successful:

1. **Deliver c.£8 billion of investment in London's health and care estate by 2028⁴.** Transforming the condition of the NHS estate in London across primary and community, mental health and acute sectors alongside undertaking much needed repairs and improved use, through the management of London's first capital pipeline.
2. **Release of surplus land (c.£2 billion) for alternative use⁵.** Allowing money generated from the sale of NHS buildings and land to be invested into London's health and care system whilst simultaneously providing jobs, homes, community facilities and a built environment that reduces health inequalities across London.
3. **Deliver up to 12,500 new homes for Londoners by 2028⁶.** With a strategic target that 50% is affordable and, in particular, which will support London's public sector workforce⁷.

The most important result of this collaborative and unified approach is that Londoners experience better care in facilities that meet current need and requirement. Our collective ambition is that the London Health and Care Estates Strategy will support:

1. A coordinated approach to using capital and the release of surplus to requirement NHS estate, meaning much needed money is reinvested back into London's health and care system.
2. A devolved capital budget for London that enables the prioritised, phased and planned investment in the estate over the next decade.
3. A transparent and accountable approach to London's health and care estate, data capture and reporting, optimising the range of partners' expertise and skills to enable more seamless planning decisions.
4. Significant opportunities to make vast improvements in the way NHS buildings and land support existing and new models of community, primary and hospital care.
5. The development of a London capital pipeline and prioritised 10-year annualised capital investment programme; which provides a complete picture of London's NHS estate and works to improve utilisation and reduce waste.
6. Care facilities that are patient centric with appointments and treatment provided in a localised setting with a coordinated, joined up approach to care; reducing the pressure on acute and tertiary care and improving health outcomes and experience.
7. The redevelopment of land and reinvestment of capital to create affordable homes for the health and care workforce, community facilities and a built environment that reduces health inequalities.

Next steps

The challenge is great but with a commitment and willingness from all partners to agree the principles of the strategy, through the LEB we will transform the London health and care estate from its current condition to one of which Londoners can be justly proud of and rely on for decades to come.

⁴ LEDU Capital Pipeline Estimate, February 2019

⁵ Aligns with the Naylor review 2016 Targets for London

⁶ Aligns with the Naylor review 2016 Targets for London

⁷ Aligns with the Draft London Plan, GLA, December 2017