



**Infrastructure Work Stream**

**JHOSC update February 2018**

## Memorandum of Understanding (MoU)

Since the London Devolution MoU was signed mid-November 2017, the estates work stream has moved to the next gateway requiring London partners to complete a robust London Capital Plan by end of March 2018. This requires STPs to:

1. Establish a governance structure and set up an Estates Board
2. Complete an STP wide Strategic Estates Plan (SEP)
3. Produce a detailed, prioritised pipeline of projects
4. Compile an STP Capital plan to feed into the London Capital Plan

The completion of this work requires each ACS to produce local level information to feed into the STP Plan. This document forms the BHR Integrated Care Partnership contribution to the ELCHP STP Plan.

## Devolution Opportunities










A new national £2.6bn capital fund was announced in the budget with the first 10% being given to the most mature STP plans.

Future access to this fund will be via a single STP estates strategy and capital plan. Individual organisations will not be allowed to bid for money for individual schemes.

The STP capital plan must demonstrate an outline clinical strategy and outline all available disposal opportunities.

**Devolution offers the opportunity to argue for capital receipts to be recycled locally, noting that London will expect all receipts to be recycled within London as part of the agreement.**

# Phase 2 Devolution functions and what this means for NEL

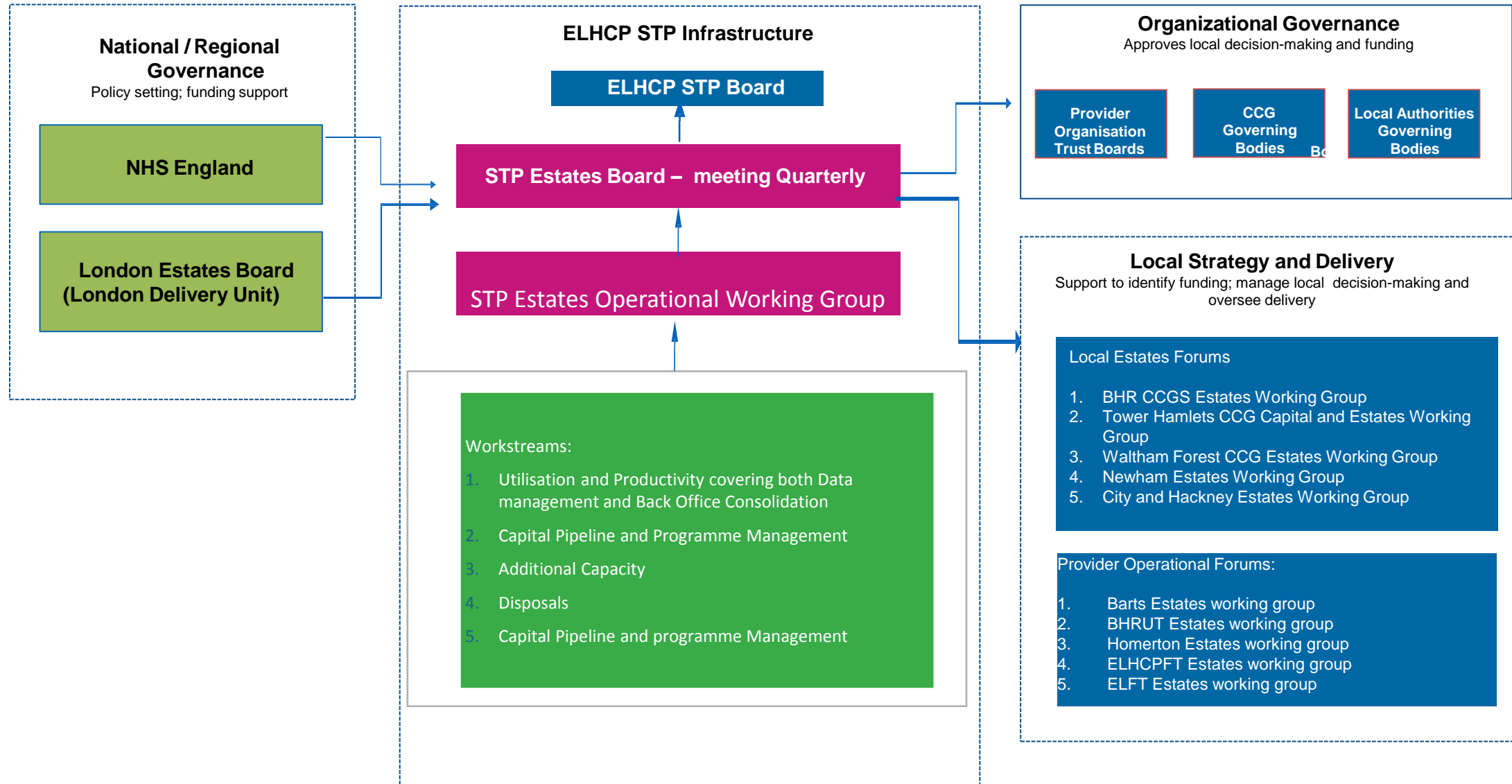
Phase 2 Functions	Phase 3 Gateway Criteria	Requirements of NEL to enable progress to Phase 3
<p>Continue to provide <b>single forum for NHS estates</b> discussions and enable whole system strategic estates planning, building a London view from local and sub-regional estates strategies</p>	<p><b>Established business case support function</b> </p>	
<p>Support local and sub-regional areas <b>to develop clear estates strategies</b> aligned to clear commissioning strategies.</p>	<p><b>Clear local and sub-regional estates strategies aligned to commissioning strategies</b> </p>	<p>The LEDU is working with STPs to assess the resourcing need to support business plan development. As part of this, practitioner training has been proposed for all Steering Group members. NEL to continue to support this work as required, and commit relevant NEL representatives to attend training.</p>
<p>Develop a <b>clear capital plan for London</b>, drawing from local and sub-regional estates strategies and ETTF bids. Supported by a clear list and status of <b>prioritised capital cases</b> under development.</p>	<p><b>Clear capital plan for London</b> </p>	<p>NEL to review local estates strategies holistically to ensure that they are in alignment relevant commissioning strategies.</p>
<p>Develop a prioritisation framework for decisions.</p>	<p><b>Pipeline of sites and agreed prioritisation framework</b> </p>	<p>NEL to continue to work to produce a strategic estates plan, built up from a clear clinical strategy, which will feed into the London capital plan.</p>
<p>Develop a <b>robust and professional business case support function</b> within the LEDU to support local and sub-regional areas.</p>	<p><b>Agreement from national partners for the LEB to commence shadow running.</b> </p>	<p>NEL working to prepare a complete prioritised pipeline of sites, using a standardised prioritisation methodology as agreed with the LEDU.</p>
<p>Support sub-regional and pilot estates boards to take on <b>robust governance and accountability</b> functions to a sufficient standard to enable delegations and devolutions from national partners to be made to sub-regional level.</p>	<p><b>Evidenced collaborative working</b> </p>	<p>NEL continuing to work collaboratively with the LEDU, LEB and London and national partners on estates matters, to focus on how they can work together to unlock site-related issues and deliver progress.</p>
<p>Consider <b>the recommendations of a London report on NHS estate utilisation.</b></p>	<p><b>Agreed governance and key appointments</b> </p>	<p>NEL agreeing a strong and established governance structure which brings together CCGs as well as Trusts, iNELuding the appointment of key roles.</p>
<p>Work with <b>national partners</b> to explore how <b>incentives</b> for the health and care system to release surplus land can be optimised.</p>	<p><b>Signed MoU relating to internal delegations.</b> </p>	
<p><b>Work with DH, NHSPS and CHP</b> to develop an approach for NHSPS and CHP investments and sales, which balances national and London needs and priorities.</p> <p>Work with DH and sub-regional areas to ensure that when <b>surplus NHS sites are released</b>, this is done with due consideration of wider local health economy and public sector opportunities.</p>	<p><b>LEB membership review</b> </p>	

# Governance Model

## ELHCP Infrastructure

- MoU requires specific governance arrangements to be put in place for each STP to ensure appropriate, transparent and robust decision-making authority within ELHCP.
- We need to establish an **ELHCP Estates Board** to link to London Estates Board and STP governance arrangements.
- The Estates Board aims to facilitate more joined-up strategic decision-making for NEL and to enhance effectiveness, efficiency, quality and transparency of process and decisions
- ELHCP Estates board will work alongside ACS local estate forums to ensure adherence with the principles of subsidiarity fulfilling the below functions:
  - **Strategic** – in relation to oversight of the STP strategy for estates. We have already developed a set of principles setting out what activities should be considered at what level
  - **Bringing partners together** – to provide greater co-ordination and easier escalation to tackle barriers which can be addressed through improved local joint working
- Project delivery and day to day operational management will remain at an ACS level.
- Trusts and Local Authorities will continue to make decisions through their own governance structures.
- Core Members may be asked to delegate responsibility to individuals to allow decisions to be made ‘**in the room**’ for example in relation to prioritisation within an agreed framework.

# Proposed Governance for Estates



# Infrastructure Workstream Structure

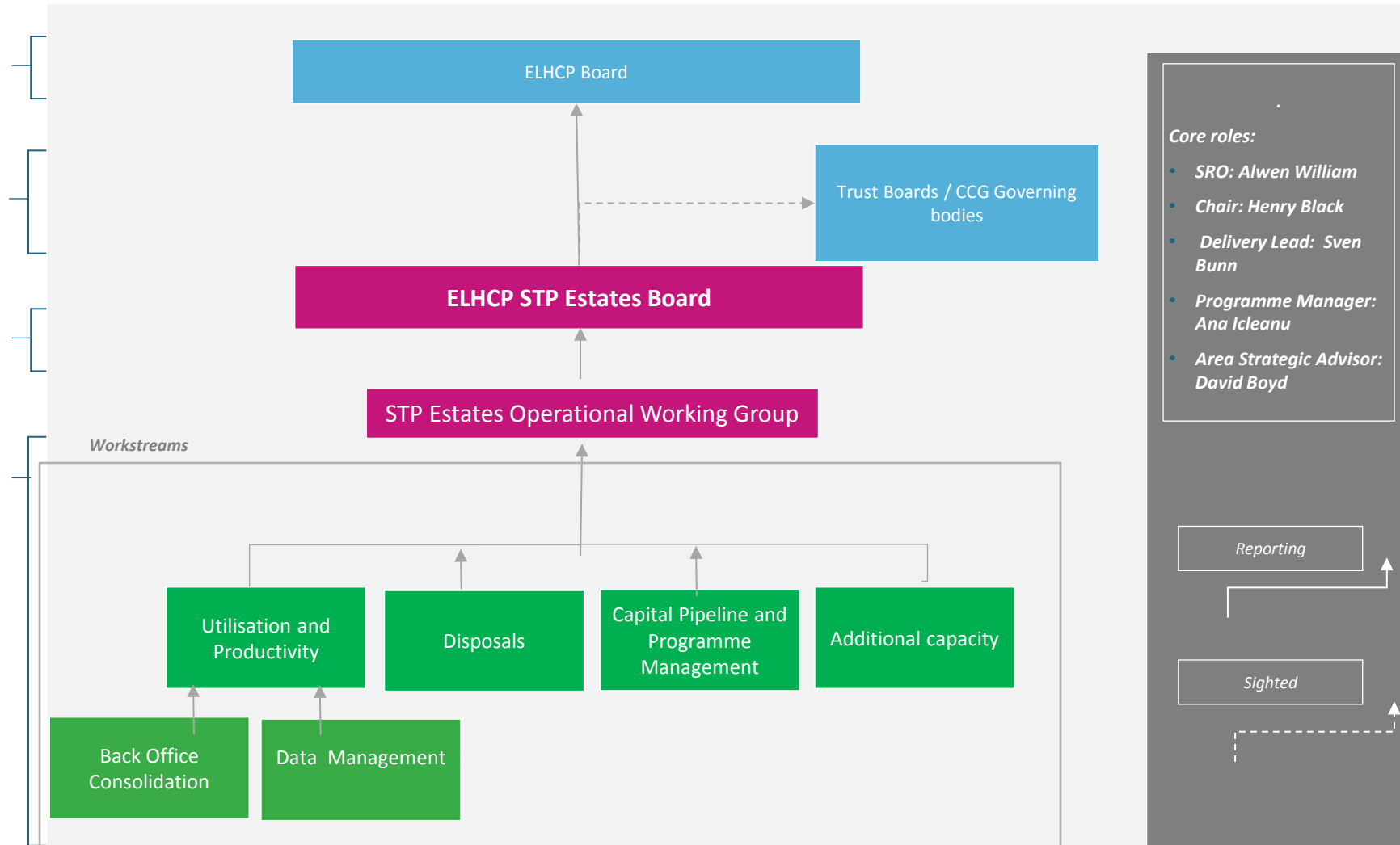
Trust boards will sign off ultimate proposals and plans recommended to them by their representatives on the Infrastructure Steering Group, with additional support as needed

The ELHCP STP Board is sighted on plans, making sure they are coherent with the overall plans across the STP

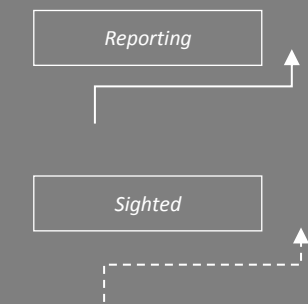
A ELHCP Estates Board with:

1. Formal oversight and approval of ELHCP System Estates strategy and delivery
2. Make recommendations on the use of capital receipts
3. Make other delegated decisions (e.g. changes to increase utilisation).

Workstreams do the detailed work and make recommendations to the Productivity Steering Group. Workstreams include wider group of stakeholders, including Directors of Estates, Strategy Directors etc.



- Core roles:**
- **SRO:** Alwen William
  - **Chair:** Henry Black
  - **Delivery Lead:** Sven Bunn
  - **Programme Manager:** Ana Icleanu
  - **Area Strategic Advisor:** David Boyd



# Next Steps

## January to March 2018

### January

- Set up STP Estates Board and associated governance
- Set up STP Estates Team
- Detailed Delivery Plan and resources to complete work by end of March
- Prioritised list of projects to feed into London capital pipeline
- Each ACS to update local Strategic Estates Plans

### February

- Summarise clinical model
- Finalise STP wide Strategic Estates Plan
- Develop detailed by year programme for delivery of strategic estates plan
- Produce capital investment plan with detailed requirements for years 1-3
- Start working on OPE Phase 7 bids due in April

### March

- Detailed delivery plan and associated resources for 18/19
- Confirm resources required at STP vs local level
- OPE Phase 7 bids to be finalised for April

# High Level Plan

