

Governing Body meeting (held in public)

DATE: 26 November 2015

Title	Estates Strategy Update
This paper is for Discussion	
Recommended action for the Governing Body	<p>That the Governing Body:</p> <ol style="list-style-type: none"> 1. Note the progress to date on the CCG's Estates strategy; 2. Discuss and Note the One Public Estate submission made by the London Borough of Bexley, in liaison with Bexley CCG and other partners.
Potential areas for Conflicts of interest	Not applicable.
Executive summary	<p>There is a national expectation that all CCGs will have a draft estates strategy by December 2015. The CCG has been working on this with partners and its appointed Estates advisors, Community Health Partnerships & Essentia, to meet these timescales.</p> <p>The Estates Strategy Working Group meets monthly and workshops have taken place both locally and at a Strategic Partnership Group level.</p> <p>Bids for underspends on the 2015/16 Primary Care Infrastructure Fund have been submitted to further the development; and the CCG has already commissioned eight utilisation reviews to better understand estate capacity in Bexley's key health centres in the major planned development/growth areas.</p> <p>Future bids for transformational funding will need to be supported by the Estates Strategy and it is therefore important that the strategy is robust.</p> <p>One Public Estate is a bid led by the London Borough of Bexley on behalf of themselves and other partners, including the CCG. The bid is for £430,000 of revenue and targeted funding. This follows an earlier successful bid of £50,000. The Business Plan is centred around three</p>

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	<p>themes, collaboration, coordination and co-habitation.</p> <p>A Partnership Board will be created to ensure collaboration and that efficient, cost effective, modern service delivery is the key driver in all decision making rather than real estate itself. It is hoped that this will build on the Current Estates Strategy Working Group.</p> <p>A central database of public property in the LB Bexley is already now partly in place and this will be extended to other localities relevant to the partnership. Future decision making, although remaining ultimately with the individual partner, will be taken against an agreed set of criteria including the backdrop of full market information and availability of options in the context of public land and building availability.</p> <p>The Business plan has an emphasis on themed initiatives and site specific related feasibility work to release surplus land and buildings for alternative uses, by combining and sharing property requirements. The long term plan is to move towards greater integration as long as the operational efficiencies and individual objectives of partners are not compromised.</p> <p>In addition, the Business Plan focusses on three site specific first phase projects - a shared depots strategy between Bexley and Lewisham, feasibility work on shared administration facilities in Bexley between the NHS and Council and a potential mixed use scheme at Slade Green.</p> <p>The OPE bid is one of a number of initiatives underway to modernise and rationalise the public sector asset base in Bexley whilst also using property to stimulate regeneration and growth.</p> <p>The full bid is attached at appendix 3.</p>	
How does this paper support the CCGs objectives?	Patients:	The appropriate utilisation of assets will support the development of e.g. Local Care Networks which will improve patient care closer to home.
	People:	N/A
	Pounds:	N/A
	Process:	N/A
What are the Organisational implications	Key risks	The implementation of the Estates strategy may need substantial investment that may not be available within current CCG funding, which may result in delays in implementation.
	Equality	Not applicable.
	Financial	The implementation of the Estates strategy may need

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		substantial investment that may not be available within current CCG funding.	
	Data	Not applicable.	
	Legal issues	Not applicable.	
	NHS constitution	Not applicable.	
Engagement	The Estates Strategy Workshop has representatives from main partners with estate in Bexley. A workshop has also taken place with good engagement.		
Audit trail	Not applicable.		
Comms plan	Not applicable.		
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Date	9 November 2015		

Estates Strategy Update

Introduction

On dissolution of Primary Care Trusts, responsibility for property transferred to NHS Property Services (NHSPS), Community Health Partnerships (CHP) or directly to providers. No property assets are now held by CCGs.

Despite this, nationally CCGs have each been asked to prepare a draft estates strategy by December 2015.

Progress to date

Estates Strategy Working Group

Prior to the request for an estates strategy, it had become evident that the CCG needed to reinvigorate the agenda and work closer with partners, to ensure that the estate within Bexley works to best advantage to deliver national, London and local strategy, including Local Care Networks.

An Estates Strategy Working Group (ESWG) was formed, that meets monthly. Members include representatives from the Local Authority, Oxleas, NHSPS, CHP, HUDU and NHS England. Dr Bill Cotter also represents Primary Care and the CIC. A representative from Peabody, who own substantial estate in Thamesmead has also now been invited, as well as Dartford, Gravesham & Swanley CCG.

The ESWG has met a number of times and is working well. The agreed terms of reference are attached at appendix 1.

Estates Strategy Workshop

A joint workshop was run locally in October to discuss estates plans in Bexley and the development of the strategy. The workshop was well attended and participants were actively involved with a number of clear priorities coming from the event.

Estates Strategy

As mentioned above, there is a national expectation that a draft CCG Estates Strategy will be written by December 2015. This is not expected to be fully developed but to at least baseline the borough's assets. CHP and NHSPS have been appointed nationally to support CCGs with this. CHP, supported by Essentia, are supporting Bexley.

To ensure that information contained within the strategy is robust, the CCG has commissioned eight utilisation reviews of key health centres in the major planned development / growth areas in Bexley, primarily along the Thames corridor as follows:

- Erith Health Centre

- Cairngall Medical Practice
- Belvedere Medical Centre
- Northumberland Heath Medical Centre
- Lyndhurst Medical Centre
- The Albion Surgery
- Crayford Town Surgery
- Barnard Medical Practice

A further detailed utilisation review was carried out on Lakeside Health Centre. As a result CHP have agreed to carry out work to the common space to improve the facilities and better utilise the available space.

Bids have been submitted against Primary Care Infrastructure Fund underspends, in a number of areas, which if successful will also help develop the strategy and submit bids for future year's transformation funding.

A 6-facet survey was undertaken covering all practices in Bexley (bar 2, one of which is new) in 2011-12. This is the same across South East London. Estates advisors have confirmed that this is still valid for a current strategy.

An estates database is now in place across the borough, which includes assets relating to practices as well as Oxleas and the London Borough of Bexley. This is currently being updated by NHS England and Essentia, but it is expected that this responsibility will transfer to CCGs over time.

The strategy will incorporate mention of the Borough's growth strategy, including 22,000 new homes, as well as for example the development of Local Care Networks and the improvement of digital technology.

Transformation funding

Transformation funding, previously named the Primary Care Infrastructure Fund, is a £1 billion fund over four years (£250 million a year) 2015-16 to 2018-19. The current year's funding accepted bids from practices and in most cases were not strategic. Any bids for future year's funding will be expected to link to CCGs' estates strategies, be strategic and led by CCGs. Bids to improve digital technology will also be considered. Details are still awaited but the initial letter has been received (appendix 2) with an expectation that any bids will be submitted by 28th February 2016.

Strategic Partnership Group (SPG) (South East London) level Estates Planning

Work on a South East London level strategy has been slow. However, it is expected that the six CCG's own strategies will form the basis of a SPG level plan. An initial workshop was held in September 2015, with each CCG presenting; and a further meeting has been arranged for this month. Representatives for Bexley include the CCG, Local Authority and Oxleas.

London Estates Planning

A London Estates Programme Board is in place. This is attended by Malcolm Hines, CFO, Southwark, on behalf of South East London. This Board assists in facilitating the SPG level work mentioned above. It is envisaged that a virtual estates team will be put in place across London to further support this work. Funding is taken from the Healthy London Partnership contributions made by CCGs (0.15%).

One Public Estate

One Public Estate is a bid led by the London Borough of Bexley on behalf of LBB, the CCG, Oxleas NHS Foundation Trust, the London Borough of Lewisham, the London Fire Service, Peabody Trust and the GPU for £430,000 of revenue and targeted funding. This follows an earlier successful bid of £50,000.

The Business Plan is centred around three themes, collaboration, coordination and co-habitation.

Collaboration is central to the success of the business plan. This will be achieved by the creation of a Partnership Board with common aims and objectives for the future of real estate in Bexley (and beyond where appropriate). The Board will ensure that efficient, cost effective, modern service delivery is the key driver in all decision making rather than real estate itself. We would expect further public sector partners to join as the project progresses. It is hoped that this will build on the Current Estates Strategy Working Group.

A central database of public property in the LB Bexley is already now partly in place and this will be extended to other localities relevant to the partnership. Future decision making, although remaining ultimately with the individual partner, will be taken against an agreed set of criteria including the backdrop of full market information and availability of options in the context of public land and building availability.

The Business plan has an emphasis on themed initiatives and site specific related feasibility work to release surplus land and buildings for alternative uses such as housing, education and community need by combining and sharing property requirements. The long term plan is to move towards greater integration as long as the operational efficiencies and individual objectives of partners are not compromised.

The Business Plan focusses not only on the essential propositions of creating the board itself, developing a shared assets database and undertaking a top down combined asset management view of all properties but also on three site specific first phase projects - a shared depots strategy between Bexley and Lewisham, feasibility work on shared administration facilities in Bexley between the NHS and Council and a potential mixed use scheme at Slade Green.

The OPE bid is one of a number of initiatives underway to modernise and rationalise the public sector asset base in Bexley whilst also using property to stimulate regeneration and growth.

The full bid is attached at appendix 3.

Conclusion

The CCG is working with partners to ensure that a draft Estates Strategy is in place for the December deadline that can inform bids for transformational funding for 2016/17 onwards.

Recommendations

1. **Note** the progress to date on the CCG's Estates strategy;
2. **Discuss and Note** the One Public Estate submission made by the London Borough of Bexley, in liaison with Bexley CCG and other partners.