

Title of meeting										
<b>Date of Meeting</b>		10/01/17			<b>Paper Number</b>			7		
<b>Title</b>				Estates Update						
<b>Sponsoring Director</b> (name and job title)				Nigel Foster & Fiona Slevin-Brown						
<b>Sponsoring Clinical / Lay Lead</b> (name and job title)										
<b>Author(s)</b>				Paul Rowley						
<b>Purpose</b>				To update the Committee on the progress to date with the Estates plan						
<b>The xxx Committee is required to (please tick)</b>										
<b>Decision</b>		<b>Review</b>			<b>Discuss</b>		<b>Note</b>	X	<b>Recommend</b>	
<b>Risk and Assurance</b> <i>(outline the key risks / where to find mitigation plan in the attached paper and any assurances obtained)</i>				N/A						
<b>Legal implications/regulatory requirements</b>				N/A						
<b>Has an equality impact screening been undertaken? If so please attach</b>				N/A						
<b>Links to the NHS Constitution (relevant patient/staff rights)</b>				N/A						
<b>Strategic Fit</b>				Estates is one of the key enablers our primary care commissioning intentions, operating plans and the Frimley Health and Care Sustainability and Transformation Plan						
<b>Commercial and Financial Implications</b> <i>(Identify how the proposal impacts on existing contract arrangements and have these been incorporated?)</i>  <i>Include date Deputy CFO has signed off the affordability and has this been incorporated within the financial plan. Include details of funding source(s)</i>				None directly as a result of this report. Financial implications for individual sites and projects will be included in future business cases as appropriate.  Date Deputy CFO sign off .....						

<p><b>Quality Focus</b>  <i>(Identify how this proposal impacts on the quality of services received by patients and/or the achievement of key performance targets)</i></p> <p><i>Include date the Director of Nursing has signed off the quality implications)</i></p>	<p>Date Director of Nursing sign off.....</p>
<p><b>Clinical Engagement</b>  <i>Outline the clinical engagement that has been undertaken</i></p>	<p>None directly as a result of this report. Clinical engagement will be incorporated in the planning for individual sites and projects as appropriate.</p>
<p><b>Consultation, public engagement &amp; partnership working implications/impact</b></p>	<p>None directly as a result of this report. This will be incorporated in the planning for individual sites and projects as appropriate.</p>
<p><b>NHS Outcomes</b>  <i>Please indicate (highlight) which Domain this paper sits within by highlighting or ticking below:  Please note there may be more than one Domain.</i></p>	<p>Domain 1 Preventing people from dying prematurely;</p> <p>Domain 2 Enhancing quality of life for people with long-term conditions;</p> <p>Domain 3 Helping people to recover from episodes of ill health or following injury;</p> <p>Domain 4 Ensuring that people have a positive experience of care; and</p> <p>Domain 5 Treating and caring for people in a safe environment; and protecting them from avoidable harm.</p>
<p><b><u>Executive Summary</u></b></p> <p>The NHS locally (East Berkshire CCGs) and the wider Frimley STP Footprint (which includes Providers, Social Care and Commissioners) are working to deliver the 5 Year Forward View and local commissioning strategies. Estate is a significant enabler to change and this briefing paper attempts to capture the current activity taking place across the East Berkshire geographic area by the providers of:</p> <ul style="list-style-type: none"> <li>• Primary Care (GP's)</li> <li>• Acute Care (Frimley Health NHS Foundation Trust)</li> <li>• Community and Mental Health (Berkshire Healthcare NHS Foundation Trust)</li> <li>• Local Authorities (One Public Estate initiative)</li> </ul>	
<p><b><u>Recommendation(s)</u></b></p> <p>The Committee is requested to <b>NOTE</b> this update</p>	

# **Estates as an Enabler**

## **Briefing paper for the Joint Commissioning Committee**

### **January 2017**

#### **Introduction**

The NHS locally (East Berkshire CCGs) and the wider Frimley STP Footprint (which includes Providers, Social Care and Commissioners) are working to deliver the 5 Year Forward View and local commissioning strategies. Estate is a significant enabler to change and this briefing paper attempts to capture the current activity taking place across the East Berkshire geographic area by the providers of:

- Primary Care (GP's)
- Acute Care (Frimley Health NHS Foundation Trust)
- Community and Mental Health (Berkshire Healthcare NHS Foundation Trust)
- Local Authorities (One Public Estate initiative)

The CCGs have been required to develop a Strategic Estate Plan (SEP) in their role as system commissioning leaders. This document was drafted by NHS Property Services (NHSPS) in June 2016 and a revised draft will be taken to the Joint CCG Governing Body meeting in February 2017. This will reflect organisations' development and implementation of their own Estate Strategies, investment and disinvestment plans.

The Strategic Estate Plan must reflect the requirements of the Sustainability and Transformation Plan (STP). NHS Property Services are currently working with the Frimley STP to develop 'Core Data Sets' for:-

- Utilisation
- Size
- Condition
- Suitability
- Investment opportunities
- Disinvestment opportunities etc. etc.

**Note:** NHSPS are the Strategic Development Estates Partner appointed by NHSE to assist the Frimley STP and the East Berkshire CCG Collaborative with strategic estates advice and support.

#### **The CCG Strategic Estates Plan (High Level Summary)**

The core elements of the draft Plan are described below.

- The review of three community hospitals started on 19 October 2016 (the hospitals are all owned by NHSPS)

Bracknell and Ascot Clinical Commissioning Group  
Slough Clinical Commissioning Group  
Windsor, Ascot and Maidenhead Clinical Commissioning Group

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- A full Steering Group for Upton Hospital met on 19 October 2016. This group has representation from Frimley Health, Primary Care, BHFT, Local Authority, CCGs and lay members including Healthwatch (Healthwatch could not attend the first meeting)
- It was agreed to undertake a full service led review process with a small panel selected from the Steering Group leading interviews with clinical service leaders.
- A full day of service reviews was held on 31 October 2016.
- A full Steering Group for St Marks Hospital also met on 19 October 2016. This group had representation from Frimley Health, Primary Care, BHFT, Local Authority and CCGs.
- It was agreed to undertake a full service led process with a small panel selected from the Steering Group leading interviews with clinical service leaders
- A full day of service reviews was held on 15 November 2016.
- The panel from Upton & St Marks Hospital will meet in December to establish the key messages delivered by the Service Leaders at their interviews.
- The two Steering Groups will meet in January 2017 to confirm the outcomes of the panel discussions.
- The review of KEVII Hospital will follow in the 1<sup>st</sup> quarter of 2017.
- Frimley Health NHS Foundation Trust
  - Redevelopment of Heatherwood Hospital (Planning application submitted early Oct)
  - New A&E Department at Wexham Park Hospital (WPH) ( Planning application approved on 7 December 2016)
  - New Women's & Children's Facilities (WPH) (Planning approved)
- Primary Care
  - 8 projects currently funded by the Estates & Technology Transformation Fund (ETTF) are providing 27 additional clinical consulting rooms across the 3 CCGs in East Berkshire and will come on stream by March 2017
  - A new medical centre in Chalvey will come on stream by mid-2018.
  - NHSE have announced the ETTF projects to proceed through to due diligence for eventual approval for release of funds to commence construction.
    - The Avenue Medical Centre is planning to move to the new Britwell Community Centre.
    - New facilities at Dedworth Clinic, Windsor
    - New Primary Care hub at Heatherwood Hospital
    - New Primary Care hub at Ben Lynwood Care Village Sunningdale/Sunninghill
  - Two further projects have been awarded project costs for potential funding post March 2019.
    - Binfield Surgery moving to a new site
    - Farnham Road Surgery potentially moving to the new Slough Health and Wellbeing hub

**Note:** Each CCG in East Berkshire is planning to designate a small number of GP premises to be central hubs for their localities and a number of the ETTF bids are for the creation of these hubs. In Slough GP Practices are being encouraged to develop

Bracknell and Ascot Clinical Commissioning Group  
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***Thinking Locally, Working Together***

'same day appointments' for minor illness and one of the bids is centred on the estate that will be needed to deliver this objective. (This bid was not approved).

- Berkshire Healthcare NHS Foundation Trust
  - BHFT are currently implementing an Estates Rationalisation Plan
  - The new plan is predicated on a locality hub and spoke model of health and delivery and designed to reduce the amount of estate currently occupied
- Royal Berkshire NHS Foundation Trust
  - Review of opportunities at Brants Bridge, Bracknell

## One Public Estate

The One Public Estate programme is a pioneering initiative delivered in partnership by the Local Government Association (LGA) and the Cabinet Office Government Property Unit (GPU). It seeks to bring together all public sector organisations within a geography to:

- Deliver more integrated and customer focused services
- Encourage publicly funded services to co-locate, to demonstrate service efficiencies and to work towards a more customer-focused delivery.
- Enable released land and property to be used to stimulate economic growth, regeneration, new housing and jobs.
- Reducing running costs
- Generating capital receipts

Wokingham Borough Council are coordinating this initiative across Berkshire, and we are members of this partnership. The Berkshire partnership has been awarded £450k to support the development of its plans. All the Unitary Authorities have a number of proposed schemes that will reduce the number of publically owned sites.

- Local schemes which have been referenced within the context of this initiative are
  - Primary Care facilities being developed at Heatherwood Hospital
  - Primary Care facilities being developed at Wexham Park Hospital
  - New Primary Care surgery to be located in Slough owned by SBC. (Trelawney Avenue Langley, contingent on the move of "The Orchard Surgery in Langley Village)
  - Relocation of The Avenue M.C. and the Britwell Clinic into the Britwell Community Centre
  - Relocation of Farnham Road Surgery into the "New Centre"
  - Primary Care Surgery into York House, Windsor

Note: These schemes continue to be developed.

## **Where do we want to be?**

### **Influencers of Estate Rationalisation, Investment and Disinvestment decision making**

#### Three Challenges

- Ensuring estate is fit for purpose and flexible
- In East Berkshire housing growth is significant over the next 10 years. Health and Social Care will need to respond to the challenge
  - Slough require 1,000 new units each year for the next 10 years
  - WAM require 675 new units each year for the next 10 years, with the majority being provided in Maidenhead and Ascot
  - Bracknell requires 11,000 new homes in the next few years.
- Demographic change linked to keeping people out of hospital and in their homes and communities will place a heavy burden on services.

Outlined in this briefing paper are a number of actions already underway;

- Significant investment for Primary Care to increase the clinical space needed to accommodate more GP's, Specialist Nursing and out of hospital consultations.
- Frimley Health has an ambitious plan to invest in Planned Care, Emergency Care and Women and Children's Services.
- One Public Estate should bring together Health & Social Care in a reduced footprint.
- Technology will improve the delivery of healthcare both for clinicians and patients and enable healthcare to be delivered closer to home

Prepared for Nigel Foster and Fiona Slevin-Brown

December 2016

Paul Rowley