



<b>Meeting:</b>	ICS Board
<b>Report Title:</b>	Process for submission of the ICS Estates Strategy
<b>Date of meeting:</b>	11 April 2019
<b>Agenda Item Number:</b>	8
<b>Work-stream SRO:</b>	Simon Crowther
<b>Report Author:</b>	Mike Simpson and Marcus Pratt
<b>Attachments/Appendices:</b>	None

**Report Summary:**

The report provides the ICS Board with an update on the national estates strategy and capital prioritisation process as per the following timetable.

1. 1<sup>st</sup> April 2019 to the 28<sup>th</sup> June 2019 – Pull together the estates and supporting capital planning response to feedback received – Regulators will be providing a template for completion.
2. July 2019 - NHSE/I light touch assessment of June submission and further feedback to inform the autumn response.
3. Autumn 2019 – submission of estates strategy and prioritised capital plans (pending national agreement of available capital funds) alongside long-term plan.

The Nottinghamshire ICS estates strategy has been assessed as **Improving**. Feedback has been received which is being reviewed.

A task and finish group with key individuals from the ICS team and partner organisations will be put in place reporting into the ICS Planning group. This group will address the feedback and refine the estates strategy accordingly.

For the purposes of the initial submission in June 2019, the ICS Board is asked to delegate responsibility to ICS Planning Group.

The final estates strategy will be received by the ICS Board as part of the five-year plan 2019-24.

**Action:**

- To note
- To agree
- To agree the recommendation/s (see details below)

**Recommendations:**

1.	The ICS Board is asked to NOTE the update on the national process for responding to and improving the estates strategy.
2.	The ICS Board is asked to AGREE the approach to progressing the development of the estates strategy
3.	The ICS Board is asked to DELEGATE the sign-off of the ICS estates strategy submission and feedback response on 28 <sup>th</sup> June 2019 to the ICS Planning Group.
4.	The ICS Board is asked to NOTE that the final estates strategy will be received by the Board as part of the five-year plan 2019-24.



**Key implications considered in the report:**

Financial	<input checked="" type="checkbox"/>	Ensure limited capital resources are invested appropriately to address key system risks and achieve best value
Value for Money	<input checked="" type="checkbox"/>	
Risk	<input checked="" type="checkbox"/>	
Legal	<input type="checkbox"/>	
Workforce	<input type="checkbox"/>	
Citizen engagement	<input type="checkbox"/>	
Clinical engagement	<input checked="" type="checkbox"/>	The estates strategy will require clear alignment with the clinical services strategy
Equality impact assessment	<input type="checkbox"/>	

**Engagement to date:**

Board	Partnership Forum	Finance Directors Group	Planning Group	Workstream Network
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Performance Oversight Group	Clinical Reference Group	Mid Nottinghamshire ICP	Greater Nottingham ICP	-
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Contribution to delivering the ICS:**

Health and Wellbeing	<input type="checkbox"/>
Care and Quality	<input checked="" type="checkbox"/>
Finance and Efficiency	<input checked="" type="checkbox"/>
Culture	<input type="checkbox"/>

**Is the paper confidential?**

- Yes
- No

Note: Upon request for the release of a paper deemed confidential, under Section 36 of the Freedom of Information Act 2000, parts or all of the paper will be considered for release.



## ICS Estates and Capital Planning April 2019

### Introduction

1. As part of a national bidding process between March and July 2018 (Wave 4), the ICS submitted seven prioritised capital bids and an ICS Estates Strategy to NHS Improvement and England (NHSE/I) in July 2018. In preparation for this work, a task and finish group was created, involving planning, finance and estate leads. As part of the preparation, the ICS prioritised capital bids using a framework developed to assess each partners' bid against a set of key criteria set by the DHSC, NHSE and NHSI;
  - *Deliverability*
  - *Patient benefit and demand management*
  - *Service need and transformation*
  - *Financial sustainability (ability of the ICS or organisation to absorb the additional capital)*
  - *Value for money*
  - *Strength of estates strategy (including level of stretch on disposals)*
2. The Estates Strategy and results of the prioritisation were approved by the STP Leadership Board in July 2018.
3. Each of the national STPs or ICSs received feedback on their estate's strategies, ranging from Fair, Improving through to Good and Strong. Nottinghamshire estates strategy received an **Improving** status with feedback on next steps to improve to Good/Strong.
4. The ICS is now expected to implement a plan to address recommendations within their estate's strategy feedback provided and submit an updated estates strategy on the 28<sup>th</sup> June 2019. The template for this will be issued by region during April 2019. The ICS will be expected to ensure the following points are clear in their response;
  - How estates plans support the Long Term Plan submission (Autumn 2019).
  - Alignment between clinical priorities and estates plans, clearly defining how capital funds deliver system objectives.
  - To support the drawdown of funds for NUH as part of their STP Wave 4 award's Full Business Case requirement, the system needs a ROBUST i.e. GOOD Estates Strategy banding, and be able to clearly demonstrate progress on key elements of their award through the Estates Strategy, taking into account feedback
  - Respond to the feedback from NHSI/E which was provided on the July 2018 estates strategy and demonstrate that the strategy is being developed to take into account the feedback, and disposal plans are up to date and of sufficient quality



5. All systems will be subject to a Light Touch assessment which will focus on the updated slide pack provided by Region to enable progress to be tracked and understood.
6. Assessment will be undertaken within the Strategic Estates Planning Service (SEP), with a robust process in place to ensure impartiality. Full assessment of Strategy updates from **Fair and Improving** systems will also be supported with input and Quality Assurance from the Office for Government Property (OGP).
7. As a follow on to June's 2019 response, all systems will be asked to submit an updated Estates Strategy during Autumn 2019 to align with five-year planning requirements. This will provide further opportunity to update following the period between 1<sup>st</sup> July and early September.

### **Progress to date**

8. The Estates Workstream SRO has written to NHS ICS partners to inform them of the preparatory steps, with a key request for up-to-date estates data and capital scheme updates. This will include system prioritised capital (Wave 4 bids) as well as new capital plans/surplus land proposals. Data is due back on the 12<sup>th</sup> April 2019.
9. The Finance Director's Group in April will focus on the process to maximise appropriate utilisation of the Nottinghamshire estate.
10. A small task and finish group will be implemented consisting of one representation from each NHS ICS partners, to work with ICS estates, finance and clinical service strategy leads in bringing the production of the detail together.
11. Regular progress reports to be provided to the ICS Planning Group through April and May 2019 with final delegated sign-off 19 June 2019.

### **Issues**

12. The lack of availability of transformational capital funds is a national issue with STPs/ICSs seen as the route for allocating capital resources.
13. Locally, capital solutions are seen as critical to the delivery of the clinical services strategy but in order to access funds any plans must be underpinned by a 'good' estates strategy.
14. In order to do this links must be strengthened between clinical service plans and estates utilisation, and further consideration to primary care estate requirements. Plans are in place to do this but it will need full support of partner organisations.



## **Next steps**

15. ICS Planning Group to agree and implement estates task and finish group w/c 1 April ensuring it has appropriate representation from each partner organisation.
16. Estates task and finish group to review data provided by each partner during April 2019 and produce a response. Issues to be escalated through to the Planning Group to ensure gaps are closed prior to submitting the plan.
17. Develop estates strategy and prioritised bids in line with the national timetable with regular progress reports to the ICS Planning Group. Timetable below:
  - 1<sup>st</sup> April 2019 to the 28<sup>th</sup> June 2019 – Pull together the estates and supporting capital planning response to feedback received – Regulators will be providing a template for completion.
  - July 2019 - NHSE/I light touch assessment of June submission and further feedback to inform the autumn response.
  - Autumn 2019 – submission of estates strategy and prioritised capital plans (pending national agreement of available capital funds) alongside long-term plan.

## **Recommendations**

18. The Board are asked to approve and note the following:
  1. The ICS Board is asked to NOTE the update on the national process for responding to and improving the estates strategy.
  2. The ICS Board is asked to AGREE the approach to progressing the development of the estates strategy
  3. The ICS Board is asked to DELEGATE the sign-off of the ICS estates strategy submission and feedback response on 28<sup>th</sup> June 2019 to the ICS Planning Group.
  4. The ICS Board is asked to NOTE that the final estates strategy will be received by the Board as part of the five-year plan 2019-24.

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