

# Estates Strategy update to JHOSC

28 January 2022

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## Estates & Digital in the ICS

- NCL is working to update our infrastructure investment pipeline
- Changes in capital allocation are still being finalised by national partners
- What we know so far:
  - A longer, three-year settlement, which includes strategic and Business as Usual funding, centrally held by the ICS
  - Likely to be less overall than previous
  - Additional ring-fenced funds for specific digital, elective recovery & diagnostics programmes
  - Small annual amount for primary care (£2.5m pa)
- It means that prioritisation of spend and focus on need will be critical

## Estates Headlines

### Much accomplished:

- An updated scope
  - Estates and Digital
- To our delivery team
  - Borough Estates team skills pivotal to success
- To our governance
  - Estates Board, Local Care Infrastructure Board, PCCC, Local Estates Forums
- We are achieving more with same funding for resources

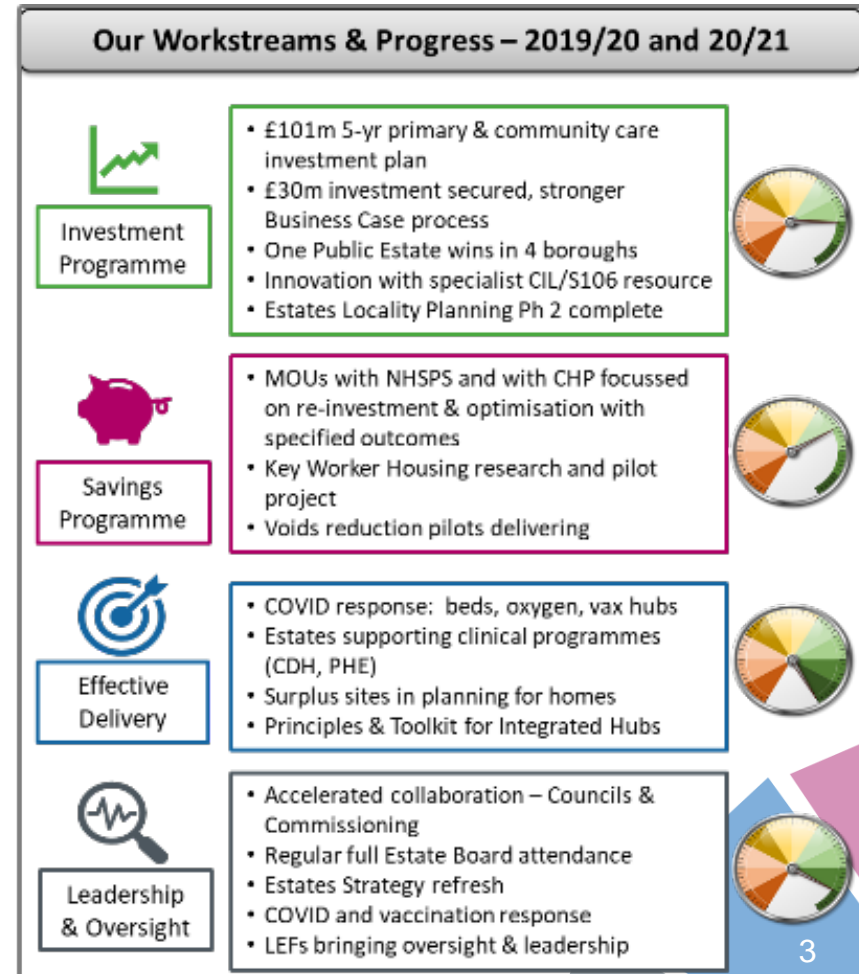
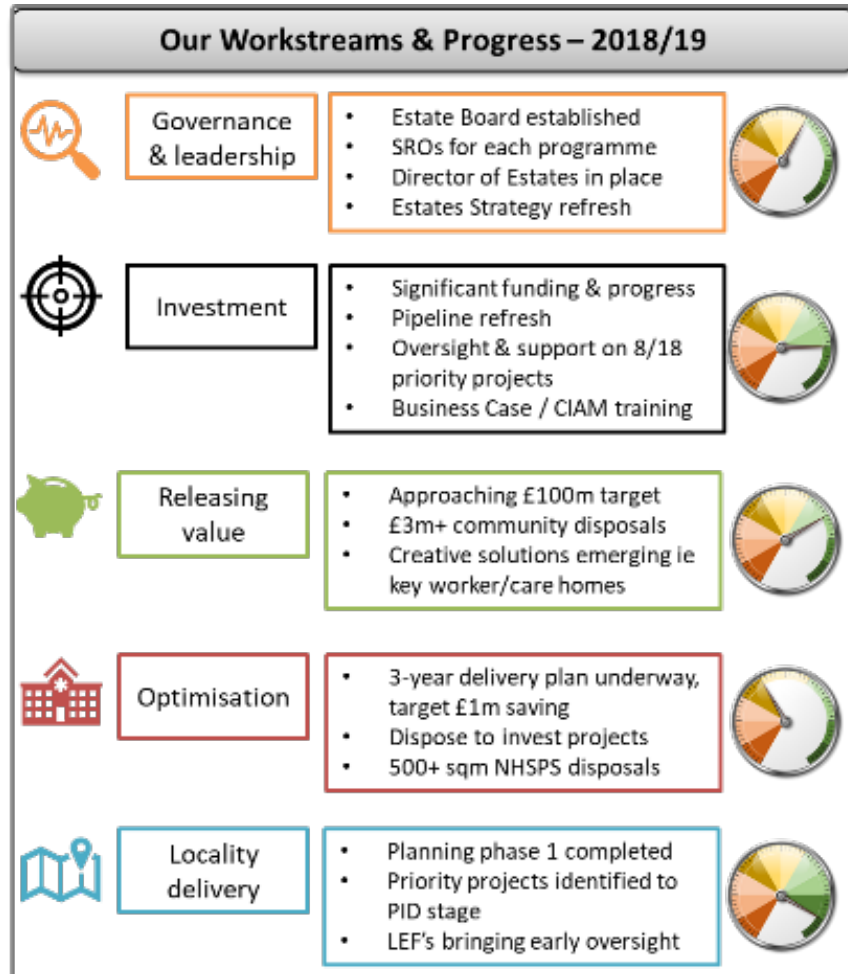
### Much to do:

- There is not enough funding – we must be clear on priorities
- We must agree principles to fund schemes where need, not where money
- Affordability is key – we are developing a robust approach
- We must find new sources of capital funding for our Primary Care pipeline



# Summary – our progress 2018 - 2021

We revised our workstreams in 2019-20. The figure below shows our progress since NCL's full Estates Strategy document was finalised.



# System Progress – Acutes and Mental Health



## Priority Projects - Acute

- C&I St Pancras Redevelopment Programme:
  - Highgate East on site
  - Development partner appointed
  - Options for Ash House decant
  - South Wing Business Case in development
- Moorfields
  - Project Oriel Programme developing design and procuring development partner
  - Ophthalmic community diagnostic hubs
- BEH St Ann's Phase 1 - new inpatient facility and 400+ homes
- RNOH 119 beds / £49m under budget & on time
- GOSH Sight & Sound Centre
- North Middlesex Paediatric Emergency expansion
- Royal Free £14m RFL decontamination reconfiguration
- UCLH Proton Beam and Grafton Way, A&E expansion
- Whittington postnatal ward refurb, Covid paediatric hub



## Vision for care

- Orthopaedic review will improve quality & efficiency of services and estates
- Mental Health improving inpatient & community services
- Maternity review to commence
- Support for Community Beds and Community Service Reviews

# System Progress – Primary and Community

## Priority Projects Primary & Community

- NCL-wide medical records rooms conversion £2.4m across 30 practices receiving national interest
- Barnet: Colindale schemes supporting 4,000+ new homes, significant S106 funds
- Islington: £1m Village Practice on track to create 600+ more appointments/week; Vorley Road first of several Council regeneration projects with health centres
- Haringey: Tottenham Hale, Green Lanes & Muswell Hill - £12m+ investment. Wood Green – new integrated health centre and Community Diagnostic Centre
- Enfield – Meridian Water supporting growth of 14,000 homes (Phase 1)
- Camden – Somers Town expansion supports St Pancras programme. Hunter St project will resolve void
- CLCH – working with Barnet to take space at Colindale, key occupier at Edgware CH and Finchley MH
- CNWL – Camden projects – South Wing project, part of wider St Pancras Redevelopment; Belsize Priory Health Centre; Hunter Street

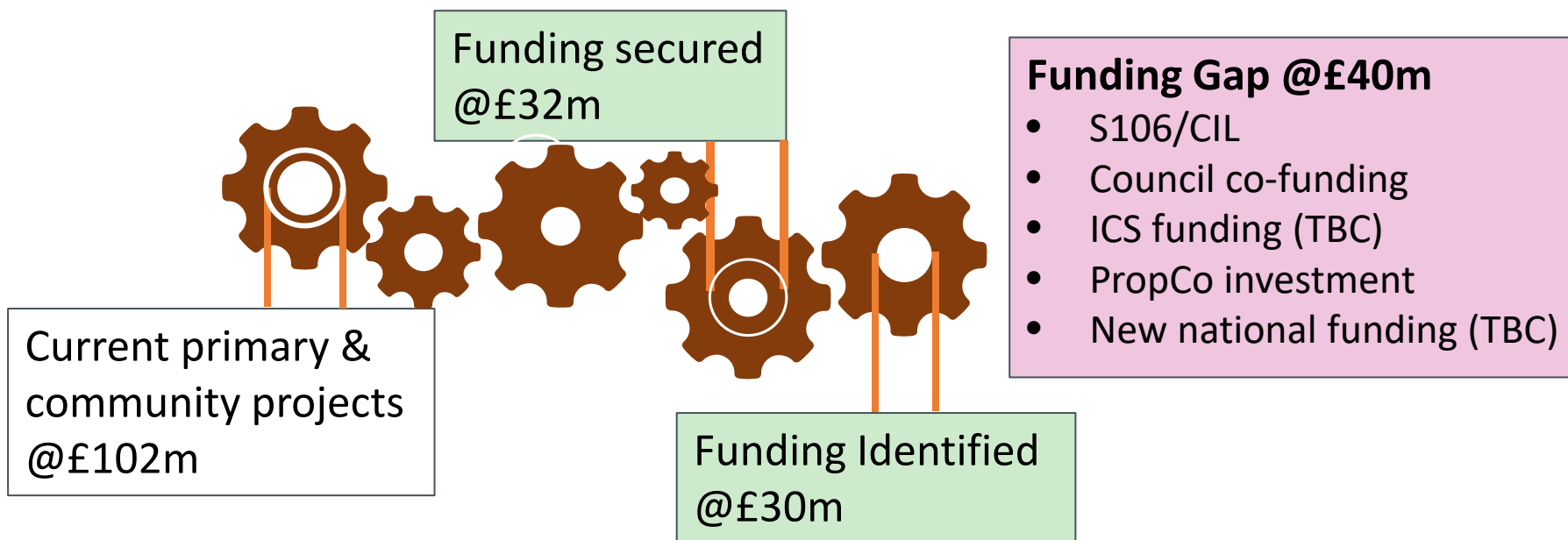
## Core Estate

- Continuing improvements at Finchley MH producing better care and £1m saving
- Edgware CH masterplan developing. Plot A permission received
- Supporting disposals at Finchley MH & Edgware CH – Homes for NHS Staff
- Supporting CDH, vaccinations and recovery
- Programmes to improve utilisation for LIFT and NHS PS buildings

## Acutes and Mental Health funding

- Trusts are finalising 10-year capital pipelines containing a mix of strategic, transformational and BAU (e.g. replacement) schemes coming to £3bn+
- Schemes for the next three years significantly exceed draft funding
- We will categorise ICS envelope schemes to enable us to start to model what a balanced system solution might look like (e.g. each year could be 50% operational, 20% transformational, 30% strategic)
- We have identified schemes that might be candidates for national funding e.g. elective recovery, digital, diagnostics, which might ease pressure on the ICS capital envelope

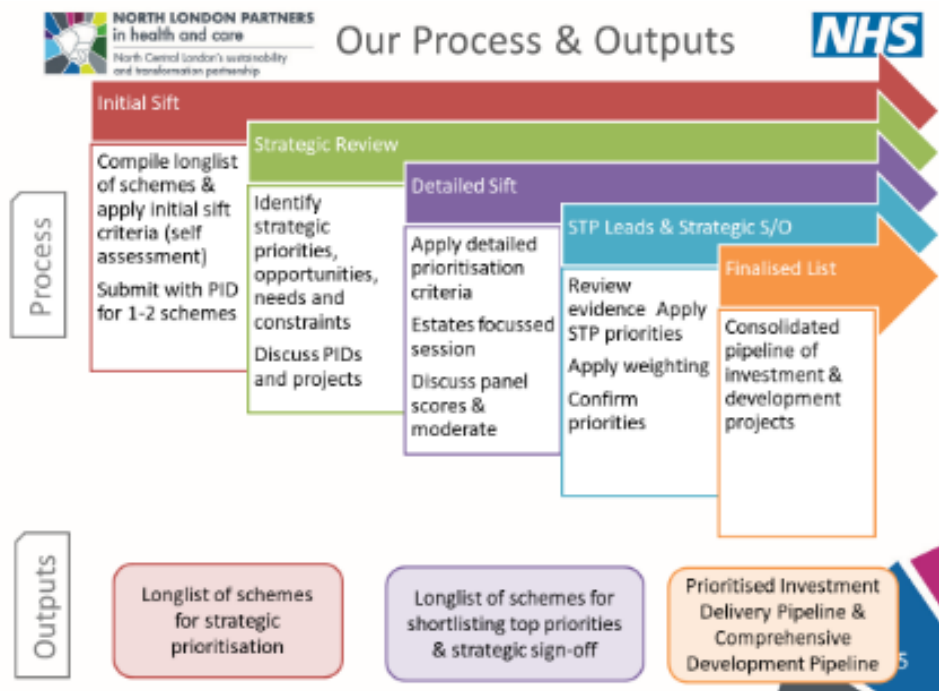
# Primary Care funding



- We are constantly working to identify sources of funding for our primary care investment pipeline, but it remains scarce
- Eliminating voids and improving utilisation in existing buildings is a core focus



# Our Prioritisation Process

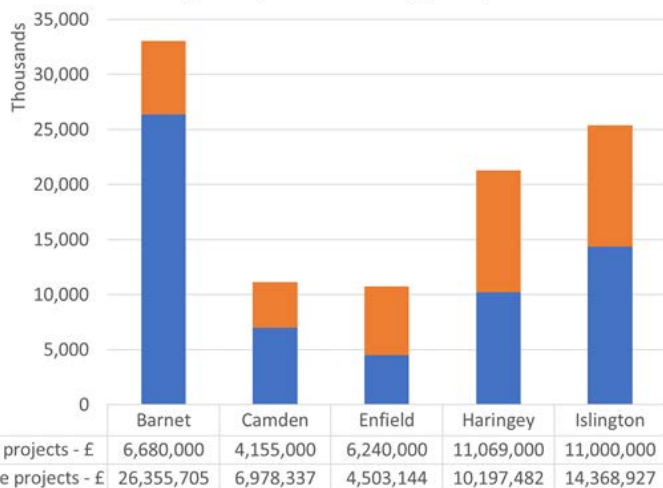


- This process has developed to include strategic commissioning colleagues and clinicians to help provide estate responses to the CCG's priorities.
- Pipeline updated in January '21
- Early '22 - being refreshed to ensure criteria/process are fully aligned to the CCG / ICS strategic vision and priorities and
  - Reflect the growing maturity of the system
  - Link strategically important projects
  - Incorporate COVID-19 lessons
  - Group projects to best position them for potential funding

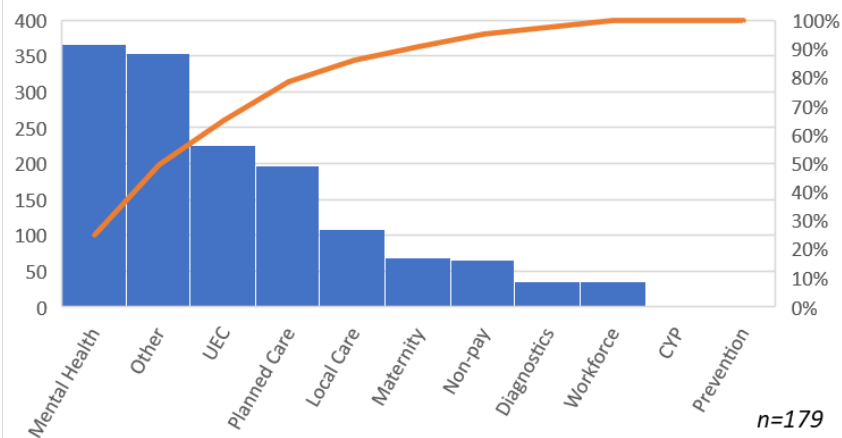
	Initial Sift Criteria	Weight	Good evidence consists of:	
Initial Sift	1	Leadership	10	Strong evidence of stakeholder engagement and/or plan. High degree of support from the proposing organisation
	2a	Activity & Demand	10	Evidence and explanation of current activity / baseline and future demand assumptions
	2b	System Demand Management	20	Demonstration of how scheme supports system approach to managing activity & demand at the appropriate level of acuity. Demonstrates positive impacts on managing demand
	3	Transformation, patient benefit and workforce benefit	40	Scheme will substantially transform the service model, patient care or integration; enables transformation across clinical pathways; enables new ways of working
	4	Estates / Infrastructure Issues	20	The scheme offers improvements to the estate or releases value to support clinical priorities. This does not exclude schemes aimed at resolving backlog or compliance issues

# Estates Investment Pipeline Summary

Local Care Projects Pipeline Summary (£'000)



Total Investment Pipeline Summary £'000



In January 2021:

- 179 projects identified, total value @£1.5bn
- 27 projects prioritised, total value of @0.4bn
- Planned care & mental health @ 50% total
- Diagnostics 14% & £54m
- Primary & community projects @£100m, with @£40m funding gap
- Compared to current P&C profile – 36 assets, £30m value

Now updating to include Digital and align to Trust capital plans

# Opportunities in Partnership

Our pandemic response strengthened partnership relationships across the ICS

There is much to build on



## Partnership Working Achievements

- COVID-19
- Mass and PCN Vaccination hubs delivered with Councils – 22 Primary Care sites
- Significant success with health in Council regeneration schemes
- Strategic support for London Estates and Infrastructure Board & London Estates Delivery Unit (LEDU)
- LEDU data and project management systems, national Primary Care data gathering project
- Local Estates Forums engaged with estates locality planning and oversight
- Strategic collaborations with NHS Property Companies – NHS PS and CHP
- All Boroughs in OPE partnerships