

Aligning strategic estates planning for STP footprints

The delivery of Sustainability and Transformation Plans (STPs) will depend in part on estates planning and therefore STPs should be complemented by a joined-up high level estates strategy. Different areas will be at different starting points when they are asked to consolidate their estates responses, but in all cases, will need to leverage off reasonably settled health and care plans and a sound understanding of the scope and scale of the estates challenge implied.

An estates strategy will therefore need to set out:

- a) The estate needed to deliver the STP (primary care, out of hospital/ community, secondary, urgent and emergency care, tertiary, mental health and public health estate);
- b) The existing service delivery infrastructure within the footprint and its efficiency, sustainability, consistency with the STP and fitness for purpose (capturing: age, footprint (m²) and gross internal area (m²), tenure (freehold/leasehold) and ownership, condition, utilisation, development and productivity opportunities, six-facet survey scores and backlog maintenance costs);
- c) Options for getting from (b) to (a) including which sites need to be retained, used more intensively or differently or divested and what new facilities are required, where and why; and
- d) A prioritised and phased plan consolidating across the STP Footprint the high risk areas that need urgent attention, the identified needs for new or re-purposed accommodation, the opportunities for rationalisation and disposal and the opportunities for improving VFM, efficiency and productivity and generating value from unfit, under-used or redundant assets to create headroom for further infrastructure investment.

In addition, the high level strategy should have regard to:

- e) What existing estate is already the subject of planned or committed improvement over the next 3 years from the Estate and Technology Transformation Fund;
- f) How each CCG's Local Estate Strategy (LES) reconciles to the STP and each other Footprint CCG LES;
- g) The arrangements each CCG has established (e.g. a local estates forum) to engage regularly with key stakeholders including relevant NHS provider organisations, mental health trusts, Vanguard, Local Authorities, Community Health Partnerships Limited (CHP), local LIFTCo's, NHS Property Services Limited (NHSPS) and the local voluntary sector; and
- h) Consistency with existing locality plans for service change and reconfiguration.

An enabling high level estates strategy can draw on, and be developed from a variety of existing information sources including:

- CCGs' own LESs (which have been prepared with the assistance of strategic Estates Advisers (SEAs) deployed by NHSPS and CHP);
- Each relevant provider's estate strategy;
- DH's Strategic Health Asset Planning and Evaluation (SHAPE) tool data;
- Locally and nationally identified opportunities for estate rationalisation and disposal, (including those identified through the engagement of the DH led Provider Engagement Programme (PEP) leads with relevant providers);
- Local government authority plans;
- The output from increasingly well informed and focussed local estates forums within the STP footprint; and
- Local planning and engagement to date around service change and reconfiguration.

Estate plans need to be informed by high quality service strategies and it is recognised that footprints are at different stages of maturity in that respect. When a footprint-wide high level estates strategy is developed it should take advantage of the continuing engagements of the SEAs and PEP leads. SEAs and PEP leads have been briefed accordingly.

STPs' strategic approach on estates will ultimately need to recognise and align with other national estates priorities, including the Carter efficiency measures, and the Department of Health's aim to generate £2bn from the sale of surplus land and buildings, and to release enough land to support 26,000 homes. Very clearly the immediate agendas of SEAs and PEPs and the longer term need for coherent estates plans (anchored to sound commissioning plans) need to be fully complementary and consistent. There is therefore considerable advantage in STPs, SEAs and PEPs being aware of the wider context and, in their various engagements locally, taking every opportunity to deliver on their immediate objectives, but in a way that makes it as easy as possible for STPs to "hit the ground running" when they start to devote resource to translating STP service ambitions into sustainable footprint-wide estates planning.