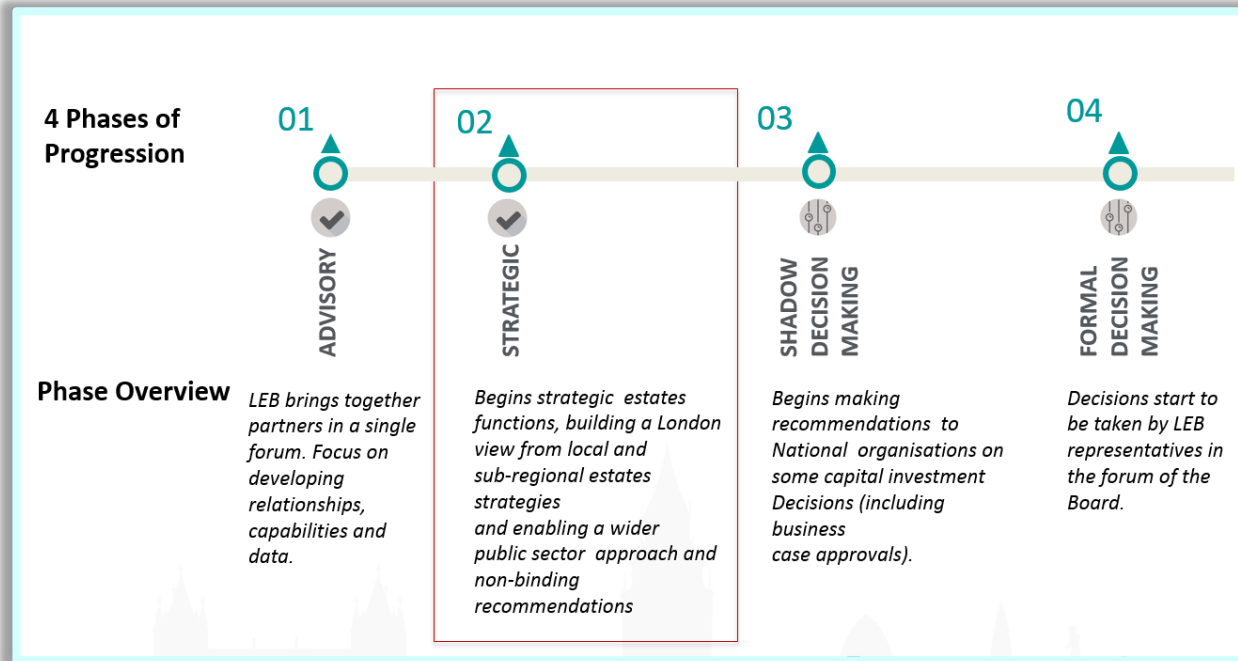


North East London Estates Workstream

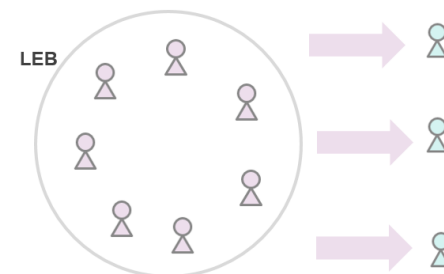
ONEL JHOSC update – July 2019

London Devolution Context

Next Steps for Devolution and ELHCP Estates Impact

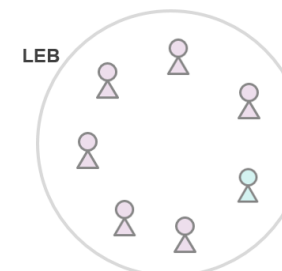


Phase 3: Shadow decision-making
All members have an advisory role and the LEB makes a recommendation to decision-makers outside the Board.



Decision-maker
Advisory role

Phase 4: Decision making
Decisions are made within the forum of the LEB. Members are asked to come to a collective position but certain member(s) are required to sign off the decision.



Within the gateway criteria for phase 3, the London Estates Board Operating Framework (“the Operating Framework”) references an “**MoU(s) signed by all partners which set out the specifics of the internal delegations and agreed prioritisation framework**”. Our proposal is as follows:

- **Update the Operating Framework** - this will provide additional clarity around new processes and ambitions for the next phases. A short MoU between London and national partners, which draws out the commitments from each partner required to implement the updated Operating Framework. We are currently considering whether a second ‘intra-London’ MoU may be appropriate, similar to the Greater Manchester model.
- **Phase 3 is an opportunity for the LEB to develop and test new ways of working** and partners will consider whether anything further is required prior to phase 4.
- **The capital prioritisation framework is being agreed as part of the London Estates Strategy.** We do not propose to replicate this in any additional agreements, given that the strategy will have partnership sign-off.

London Devolution Next Steps



- Publication of the London Health and Care Estate Strategy and Phased, prioritised capital pipeline in Quarter 4 2018/19
- Surplus site pipeline is currently under development and to be available in Quarter 4 2018/19.
- A proposal which outlines the achievements of the London Estates Board (LEB) and London Estates Delivery Unit (LEDU), proposals for phase 3 and the implications for different partners will be developed and agreed by the end of March 2019.
- The LEB Chairs will engage on proposals with national and London partners, including NHS England (NHSE), NHS Improvement (NHSI), DHSC and HMT. Advice will be sought from national colleagues on engagement with NHS England and NHS Improvement during the transition to a more integrated model of working.
- London partners will also work up the governance model, including the proposed Investment Committee, ensuring that this is integrated into the new NHSE/NHSI regional governance. To align with new regional NHSE/I governance process by end March 2019.
- Following engagement, the agreed proposals will be incorporated into an MoU, which will be signed by partners Q1 2019/2020.
- Subject to agreement from partners and the timeline for NHSE/NHSI integration, London partners aim to begin **shadow-running in Q1 2019/2020**.

Wave 4 – Next Steps

Wave 4 bids potential alternative funding sources

Scheme Name	BIDDER	Alternative Funding Sources currently being considered
St Georges Health Centre	BHR CCGs /NELFT	<ul style="list-style-type: none"> • NHS PS – further engagement had with NHS PS to identify the funding and delivery routes • 3rd party Developer – discussion had with Octopus who are very interested in developing the scheme • NELFT options: Discussion had with NELFT to explore if this can be one of the options to be considered • Havering Local Authority – exploring this funding source and delivery route, keen to be considered as a vehicle for the development • LIFT – option being discussed but not one of the preferred routes
Acute Reconfiguration Queens and KGH Hospitals	BHRUT	BHRUT are in the process of refreshing the Trust clinical services strategy which will inform the estates strategy for BHRUT going forward and alternative sources of funding will be sought as part of this process.
Maternity Expansion at Queens Hospital	BHRUT	
Children’s and Young Person’s Assessment Unit CYP AU at Queen’s Hospital	BHRUT	

Where can capital funding come from?

There are different sources of capital funding available to the NHS:

Disposal of NHS Property/Land	Other Internally Generated (Depreciation)	NHS Property Services (NHSPS) Customer Capital
National Capital Budgets (for example, STP)	Community Health Partnership (CHP) Capital	Third Party Developer Capital
Section 106 / CIL Grants	Other, including Local Authority Funding*	Charitable Funding / Donations

The source of the funding should NOT be confused with the delivery route – what are the delivery vehicles?

*In the context of this guidance, LA funding is being treated as third party capital, even though it is from the public purse. This is because it is external to the DHSC family

NEL estates strategy next steps

Engagement

Key stakeholder engagement

- The strategic estates plan (SEP) draws together existing plans/information submitted and prepared by each organisation
- Key stakeholders commented and reviewed SEP prior to publication in October 2018
- Key stakeholder feedback was extensive and robust, and changes were made to the SEP as a result of their comments
- ELHCP followed process set out by NHSE to develop the SEP

Approach to patient & public involvement

A draft communication and engagement strategy was reviewed by the estates strategy working group and by the ELHCP Estates Board. It is currently being shared with comms leads in partnership organisations before going back to the estates board for agreement and implementation.

As we have stated, public consultation and engagement on estates programmes and projects will take place at local level, and will be planned and implemented by commissioners/and or providers, as appropriate.

For example, local plans such as the redevelopment of the Whipps Cross hospital site and the Rainham and Beam Park Housing Zone project have been the subject of reports to councillors in Waltham Forest and Barking and Dagenham respectively.

We have been, and will continue to report on the work of the estates workstream directly to elected members.

Involvement



“We need to ensure that health and care estate-based changes are based upon robust, clear evidence and that a commitment to effective consultation and engagement is evident in the planning and implementation of the individual estates strategies.”

Draft ELHCP communication and engagement strategy

The Partnership is committed to involving the public, patients, staff, families, carers and everyone involved in health and care services.

We welcome the attention of the public and all those who want to see high quality, sustainable care and health services for local people.

Ongoing work to engage patients, service users and the public on the NHS long-term plan which sets-out the drivers and aspirations for the next ten years and beyond is being led by Waltham Forest Healthwatch.

Engagement and updating of the SEP is ongoing as work continues to include assets and infrastructure managed and owned by the east London local authorities.

Proposed next steps



- ELHCP Estates Plan has been published on our website and agreed with all stakeholders – working together with communications team on the engagement plan for developing a transparent clear plan for all stakeholders including engagement with patients and public
- The ELCHP partners will develop this plan into a robust strategy that reflects the full transformation implications of the sustainability and transformation plan (STP). The key driver for the strategy is the Partnership’s clinical vision and the developing models for integrated health and care services.
- Greater integration of the strategic estates plan with local authority plans to ensure best use of public assets and support for new ways of commissioning integrated care services. There is still more to do to include the social care and community infrastructure that will support new ways of providing services for local people and integrating the IT innovation to determine less capacity requirements.
- We are currently progressing with the detailed investment plan, working through possible sources of funding for schemes in the pipeline, and linking our work with the LEB/LEDU programmes.
- Through our Governance with monthly Estates Operational meetings we have started reviewing and doing the assurance on various business cases (Wellington way, Suttons wharf, Froud Development and Pontoon Docks in Newham)
- One Public Estate: C&H have submitted OPE around St Leonard’s to develop the business case for the site. TH for the Whitechapel redevelopment and Redbridge (Goodmayes and KGH) sites looking to maybe join the next phase in the Autumn