

Board
PART I
24th February 2016

Title of Report:	Estates Strategy and Estates Programme Board	
Board Sponsor:	Mandy Ansell (Acting) Interim Accountable Officer	
Prepared by :	Rahul Chaudhari Head of Primary Care & Acute Commissioning	
Committees previous consulted:	Estates Meeting	
Executive Summary:	<p>This paper sets out the progress of the development of the Estates Strategy through the new Estates Programme Board.</p> <p>The Estates Programme Board will replace the Estates Meeting from March 2016. This meeting will be clinically led and will include representatives from each of the key stakeholders, including their estates team members. Thurrock Council, Healthwatch, representatives from the Purfleet Development, the SWEETT Group, NHS Property Services, NHS England and members of the CCG.</p> <p>The aim of the new Programme Board is to ensure the development of estates needs within Thurrock, along with the monitoring of the development of the new Tilbury Wellbeing Centre and the Purfleet regeneration project.</p> <p>On completion the strategy will be circulated for comment.</p>	
Financial / Resource Implications:	None	
Fit with CCG strategy/objectives:	<p>Commissioning - Commission health services that meet the needs of the Thurrock CCG population and deliver the CCG vision to enable citizens to live longer, healthy lives supported by high quality care when, where and how they need it. These services will be based on the JSNAs for each locality.</p> <p>Quality - Ensure that services are delivered in the right place, at the right time, at the right level of quality and that adequate systems and processes exist to address a) any deviation from high quality services or b) inequalities</p> <p>PPI - Empowering patients to shape their future of health provision, providing choice and facilitating a culture of inclusion whereby citizens enjoy independence and personal responsibility for their own wellbeing.</p> <p>Integration - Integrating with key partners to deliver a fully joined up patient pathway, both across Community, Mental Health, CCG Specialties and the Local Authority.</p> <p>Primary Care - The CCG will work with practices, NHS England and other relevant stakeholders and organisations to assure the CCG that safe, effective Primary Care is delivered to the people of Thurrock.</p>	
Risks identified/Outcome/	Primary Care	BAF Ref: QPS04/PC0

Link to BAF:

Actions Required:

**Recommendation to the
Committee:**

	1
Noting	When By:
Recommendation for the Board to note this report.	

1) Introduction

In late 2015 the responsibility for the delivery of a Primary Care Estates Strategy passed from NHS England to CCGs. An initial draft of the strategy was expected by the end of December 2015; Thurrock CCG met this deadline.

Thurrock CCG was successful in a bidding process and was therefore able to commission the SWEET Group to work on the delivery of the plan. Much of the plan required data gathering so that the CCG could paint a comprehensive picture of the Primary Care estate. A workshop was held in October and a second one in February 2016, to ensure provider organisations and patient representatives have been fully consulted in the priority setting.

An Estate Strategy is a plan for the current and future development and management of the estate. A good Estates Strategy is essential to the provision of safe, secure, high quality healthcare buildings capable of supporting current and future service needs.

This Estate Strategy has been written with regard to the guidance contained in the 'Local Estates Strategies. A Framework for Commissioners (2015)' published by the Department of Health. It is Thurrock CCG's first Estate Strategy and therefore is a vital first step to delivering some very real transformation to the way care is delivered.

There is considerable opportunity to:

- Realise the national and local health economy strategic drivers
- Reduce running and holding costs
- Reconfigure the estate to better meet commissioning needs
- Enhance integrated care by co-locating services (particularly with social care and the wider public sector)
- Enhance clinical efficiencies and opportunities for recruitment of experienced general practitioners and nurse practitioners
- Ensure effective future investment

Thurrock CCG's Local Estate Strategy is focused on the CCG's primary care estate. A wider estate strategy covering community and health centres will be developed following the completion of this strategy. The methodology for Thurrock CCG delivering this Local Estate Strategy (LES) is as highlighted by DH/NHSE guidance to CCGs dated June 2015, with the objective of interim plans being ready by end 2015. The LES identifies issues facing the primary care estate and reflects the CCG's strategic clinical objectives. It represents the vision for the future of the primary care CCG's estate in order to deliver the current and perceived service needs for the medium to long term. The document is organised into distinct sections that will primarily address questions relating to:

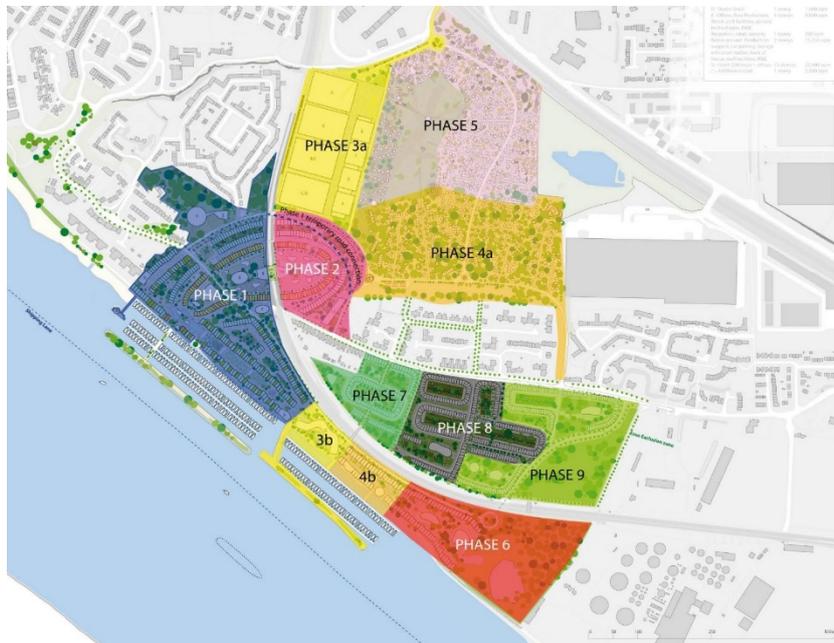
- The Current Estate
- Vision for the Estate and Service Delivery Changes
- Gap Analysis and Estate Options For Change
- Delivering the Strategy
- Financial Impact and the Outline Implementation Plan.

Core to the delivery of the clinical strategy "For Thurrock in Thurrock" are the proposed developments in Tilbury and Purfleet; NELFT also has a proposed development in Corringham.

The delivery of the Estates Strategy is through the Estates Programme Board.

2) Purfleet Development

Regular updates on the Purfleet Development by Urban Catalyst, the developers, have been reported. At the last meeting it was confirmed that the development will be built in stages, which are shown in the map below. It was also stated that the final plans are likely to be submitted later in 2016.



At the last meeting it was stated that at present the developers are engaging with stakeholders. It was confirmed that the Public Health team have completed a Health Needs Assessment for Purfleet.

Urban Catalyst are also planned to be attending the CEG on the 12th April to present a further update to the practices.

Core to the first phase of the development is a new health and social care facility.

3) Tilbury Wellbeing Centre

The proposed location of this building is in the Civic Square in Tilbury, which is a central part of the community, sporting the clock tower of the fire station, local shops and facilities. Discussions have taken place with the Local Authority with relation to the building of the facility.

An analysis of the space required for each of the following services has been undertaken, indicative proposed services subject to a business case process:

- Primary Care - GP, Nurse practitioner and minor ops
- IAPT
- NELFT Community – Children Services, Community Dental, Contraception, Community Nursing, Speech & Language and Healthy Start
- Hot Lab Pathology
- Pharmacy Outlet
- Physiotherapy
- OPD

- Diagnostics – 1 Plain X-ray, 1 Ultra Sound and 1 ECG
- Optical Services
- Social Services
- Housing Support.

Please note that this is not a final, nor exhaustive list

4) Public Engagement

The proposed developments in Tilbury require considerable public consultation and engagement and a public event was held in October 2015, chaired by Councillor Lynn Worrell. This was attended by members of the CCG, NHSE, Councillors for the area and members of the public. At this meeting the needs of Tilbury were shared with the audience through a presentation of the JSNA in order that feedback could be given by patients and the local community. A follow up meeting is being arranged for March 2016 to update the residents on the progress made to date.

5) Primary Care Transformation Fund (PCTF)

The PCTF was announced in December 2014, with £1 billion over four years (£250m per year) available to improve access and the range of services in Primary Care. We are now in year 2 with £750 million available to bid against nationally. The majority of the fund will be used to improve estates and accelerate digital & technological developments within general practice.

Applications for the fund will be by a bid process. All service providers and practices that wish to bid against the fund need to present to the CCG for their support. All bids must be sent from the CCG. Further guidance relating to the process will be available by the end of February 2016 and all bids are to be submitted by the end of April 2016. It has been confirmed that the funding can be over 3 years for complex bids, however, no funds will be transferred until the Business Case stage has been completed, thus meaning that practices will need to fund upfront costs, such as surveys or planning. There are criteria against which each bid will be assessed; these will also be reflected within the CCG's Estates Strategy:

- Increased capacity for Primary Care services out of hospital
- Commitment to a wider range of services as set out in the commissioning intentions of the CCG to reduce unplanned admissions to hospital
- Improve seven day access to effective care
- Increase training capacity
- Financial sustainability