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Brighter Together



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Estates & Facilities forum
13 November 2018

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The 2017 autumn budget announced £3.5 billion in additional capital funding for the NHS. Most of this is to be used to deliver transformation at the STP level. As a result, STPs are required to develop an estates and capital plan which is aligned with their strategy for services transformation and financial sustainability.

This conference is designed to enable finance leaders and senior facilities staff to explore how capital can be financed and consider strategic estates planning at a system level. It will also examine practical issues such as how to manage the risks of backlog maintenance, as well as examining the challenges of demonstrating value for money and ensuring estates are managed to maximise benefits to patients.

Forum programme

08.30 Registration, exhibition and networking

09.30 Workshops

10.30 Refreshments, exhibition and networking

11.00 Chair's welcome

Sandra Easton, Chief Finance Officer, Chelsea and Westminster Hospitals Foundation Trust and Chair of the HFMA Environmental and Sustainability group

11.05 What's next on the agenda for driving Estate change

Simon Corben, Director and Head of Profession NHS Estates and Facilities, NHS Improvement

Simon will join us to dive into the ever-evolving topic that is estates and facilities and will challenge delegates with the question 'do you understand what your counterpart in finance/ estates does and do you understand their language?' Simon will also ask delegates to consider how finance teams and estates and facilities teams can work in unity.

Simon will also consider what changes need to be made to enable finance teams and estates teams to put in place a much-needed new infrastructure.

11.50 Capital and cash: looking to the future

Chris Cale, Assistant Director of Capital & Cash, NHS Improvement and Ian Stone, Deputy Director- Capital & Land Strategy, Department of Health and Social Care

Despite the allocation of an additional £3.9 billion over the next five years, capital funding remains highly constrained in the NHS. Ian and Chris will join us to discuss the joint work DHSC and NHS Improvement are undertaking on the current review of capital funding support the NHS long term plan. They will update on current capital plans, including sustainability and transformation (STP) capital. Ian and Chris will also discuss capital departmental expenditure limits (CDEL) and the importance of accurate forecasts from NHS organisations.

12.35 Panel discussion & Q&A

Simon Corben, Director and Head of Profession NHS Estates and Facilities, NHS Improvement, **Chris Cale**, Assistant Director of Capital & Cash, NHS Improvement & **Ian Stone**, Deputy Director- Capital & Land Strategy, Department of Health and Social Care

13.00 Lunch

14.00 How are STPs accessing capital?

Michelle Robinson, *Strategic Finance Lead, One Acute Network, Dorset*

Last year, the Department of Health and Social Care and NHS England announced £325 million of capital investment to be given to the 15 top performing STP's. Out of this capital funding, Dorset STP was awarded over £100million; this investment is to deliver the Dorset STP Clinical Services Review, to reconfigure acute services on the Poole Hospital NHS FT and The Royal Bournemouth and Christchurch Hospitals NHS FT sites to provide a Major Planned Hospital and a Major Emergency Hospital.

In this session, Michelle will join us to share:

- Dorset's experience of accessing the capital, the bidding process and business case
- What Dorset will be delivering through the capital funding

14.30 Delivering successful Public Private Partnerships

Mark Day, *Chief Operating Officer and Deputy Chief Executive, Community Health Partnerships and Gillian Hunt*, *Chief Finance Officer, Community Health Partnerships*

Community Health Partnerships (CHP) is committed to improving the health of local communities by supporting the NHS with top quality buildings, which are maintained and managed to the highest standards and which support the integration of a wide range of services that people need. Public Private Partnerships are an excellent way of encouraging private investment in the public estate in a way which protects the public interest and provides finance which is not otherwise available.

In this session Mark and Gillian will share successes and learning from over 17 years of the NHS Local Improvement Finance Trust (LIFT) programme. They will also cover best practice in estate management; driving efficiencies, greater utilisation of a special class asset, and effective contract management.

15.00 Coffee and networking

15.30 Workshops

16.30 Forum close

Workshops 09.30 – 10.30

(1A) Private sector capital – supporting public sector investment

Vikki Town, Group Finance & Operations Director, Phil Holland, Chief Investment Officer and Leighton Chumbley, Chief Executive, Prime PLC

In a world where Treasury capital remains scarce how can private sector capital complement public sector investment to maximize the value of your estate? The workshop will discuss how best to secure affordable investment that can bring forward the delivery of your masterplan. Where should that investment be targeted, what do investors look for and how will things be affected by Brexit?

(1B) The benefits of successful collaboration; how University Hospitals of North Midlands NHS Trust have worked with their PFI contractors to go from 'shipwreck to flagship'

Lorraine Whitehead, Director of Estates, Facilities and PFI, University Hospitals of North Midlands NHS Trust

University Hospitals of North Midlands has achieved mutually agreed partnership outcomes through joint working and successful collaborations with their PFI contractors. The partnership has meant that UHNM has been able to realise the full benefits of having their PFI contract and can now deliver key operational efficiencies that provide for a better experience for patients at lower costs. This alliance has, in turn, helped support the trust's financial position whilst delivering operational targets.

Lorraine will join us in this session to share UHNM's 'recipe for success' along with real life examples of how they have transformed relationships with their private sector partners whilst still monitoring contracts and performance. Lorraine will also share with delegates how UHNM plans to work with contract management companies going forward to maintain this approach.

(1C) One trust's approach to estate management: a case study from Central and North West London NHS FT

Hardev Virdee, Chief Finance Officer, Central and North West London NHS FT

Central and North West London NHS Foundation Trust has a workforce of approximately 7,000 people and provides more than 300 different health services, including the mental health and community provisions, across 150 sites. The decisions CNWL have made in their estate management has been paramount for patient outcomes and this session will focus on the trust's approach to maximising the impact of their estate management decisions to achieve results.

In this session, Hardev will share how he believes both the national and local estates agenda means healthcare providers can deliver better patient care. Delegates will hear:

- how determining the right delivery vehicle ensures efficiency savings and capital investment
- how CNWL accessed legal advice and guidance on how best to handle their estates
- how they have used land disposals to generate capital receipts
- how CNWL has used alternative funding sources for capital development

Workshops 15.30 – 16.30

(2A) **Creating sustainable investment in local communities**

Ian Stenton, *Head of Sustainability, Royal Liverpool and Broadgreen University Hospitals NHS Trust*

Ian joined Royal Liverpool and Broadgreen in March 2014 to support the sustainable communities' programme for the new £430 million Royal Liverpool hospital development. Although construction was due to be completed in March 2017, the site remains unfinished due to the collapse of Carillion, however despite this, the project has still delivered outcomes in three main areas; engagement with local workforce, local supply chain and a community fund.

Ian will go through the key successes and learning from the full review of the Sustainable Communities programme for the New Royal Construction and will bring copies of the shorter overview to hand out to delegates. Ian will also share with delegates an update on how the programme supports our understanding of the roles of the NHS as an anchor institute.

(2B) **NHS capital – a system in distress?**

Debbie Paterson, *Policy and Technical Manager, HFMA*

HFMA have recently published a briefing, 'NHS capital – a system in distress?'. The briefing considers the impact of the current financial regime on capital funding and investment in estates.

This will be an interactive session in which delegates will be asked to work in groups to discuss some of the issues raised in the briefing and attempt to answer some of the questions it raises.

(2C) **Aligning the agenda: how do we start to understand one another?**

Jo Dolby, *Capital and commercial Lead* and **Fiona Daly**, *Sustainability and E&F Workforce Lead, NHS Improvement*

NHS Improvement are in the process of producing a 'guide' for non-finance managers which explains NHS finance language and terminology in more widely accessible terms. This guide is being produced in order to assist in the preparation of business cases between departments and is part of an ongoing agenda to align finance with estates and facilities. The team are now looking to expand this project and develop a similar guide focusing on estates and facilities terminology for finance management.

Following on from Simon's session this morning, Jo and Fiona will share how these documents are helping to align the finance and E&F agenda whilst also gaining delegates input to help shape the finalised documents.