



HFMA Estates Forum – Our Trusts Approach to Estates Management

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.

Jo Wilson

Director of Operations, Quality Trusted Solutions

- At Quality Trusted Solutions LLP (QTS) we have taken our 25 years' experience at managing the estate and facilities needs of CNWL and turned that experience and knowledge into bespoke solutions that are cost effective, high quality and tailored to the specific needs of our clients.
- Our multi-disciplinary team has a wealth of both specialised healthcare experience coupled with commercial / corporate experience We work with a range of professional services and delivery partners to make sure that we deliver best value, end-to-end solutions.
- QTS is an abbreviation of our values: Quality, Trusted, Solutions.

Overview of Session

- In this session, we will share how he believes both the national and local estates agenda means healthcare providers can deliver better patient care
- 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 the national and local estates agenda means healthcare providers can deliver better patient care

Drivers

- STP Provider
- Naylor & Carter
- Capital Shortage
- Trusts Estate Strategy

Benefits

- Extracting Value from Freehold Estate
- Maintaining control of asset management
- External revenue Streams
- Innovative Management Model-savings

NHS The Naylor Review

What are the implications for the NHS Estate?

Why do we have this review?

In the 2015 Comprehensive Spending Review, the Department of Health was tasked with releasing £2bn of assets and building 26,000 homes on the NHS estate by 2020. Former UCLH Chief Executive Sir Robert Naylor was appointed by Jeremy Hunt in February 2016 to plot the course for meeting these targets.

Key findings

-  Nearly 20% of hospital estate predates the NHS
-  Backlog maintenance has risen in recent years and now presents a £5 billion liability to the system
-  £10 billion in extra capital is required to enable the delivery of STP plans
-  Conflicts of interest mean acute providers are reluctant to give up property assets, even if this delivers benefits to the local health economy

Key Recommendations

-  A new, powerful NHS Property Board should be established, bringing together the functions of CHP and NHS PS
-  HM Treasury should introduce a '2 for 1' scheme to incentivise disposals
-  STPs must develop robust estate plans against national benchmarks before gaining access to grants, loans or private finance
-  The NHS should take advantage of private capital to deliver a modern primary care estate, fit for the Five Year Forward View

How determining the right delivery vehicle ensures efficiency savings and capital investment

Process followed

- Form wholly owned subsidiary LLP
- Provide fully operated managed service
- Transfer of existing staff (TUPE) to retain expertise
- Contract support services from CNWL
- Recruit commercial expertise
- Form JV's for major projects

How CNWL accessed legal advice and guidance on how best to handle their estates

Process followed

- Transfer of relevant freehold assets
- Leases on remaining properties
- Development of the Operated Healthcare
- Development of the Estates Facilities Management Agreement
- Development of the Support Services Agreement
- Financial Support – HMRC

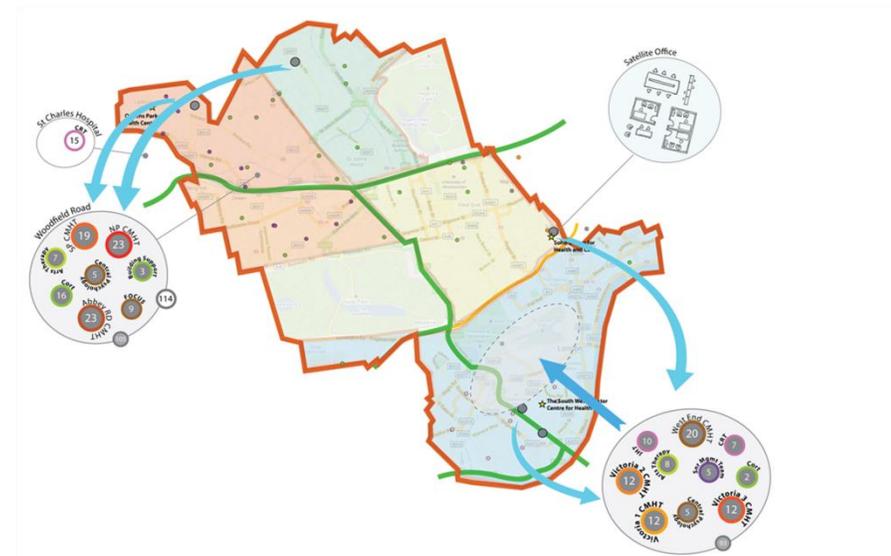
How they have used land disposals to generate capital receipts

Asset Management

Market leading MIS software to help manage our clients' estates. This provides live management data that can be used to inform estate strategy, manage lease breaks, condition surveys, projects, space allocation as well as budgeting.

Expert knowledge in resolving lease, rental and charging issues with all landlords, both NHS and private, the team at QTS will be able to help you with managing your estate effectively.

Furthermore, the team are able to quickly assimilate data, collate requirements from key stakeholders and develop estate strategies that are aligned to the organisation's needs



How they have used land disposals to generate capital receipts

Quality and uniformity of Data

Resource Efficiency/Savings

Eradication of Human Error

Real time

Flexible and adaptable

Responsive and mobile platform

Assures business continuity

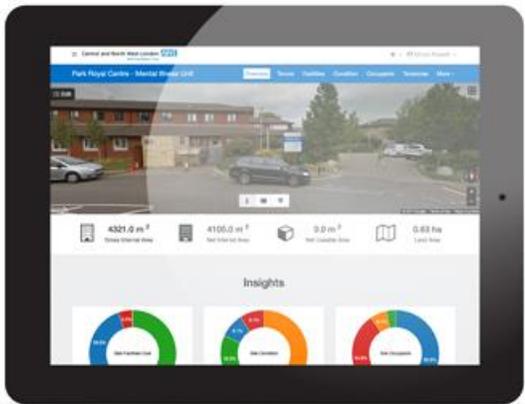
Centralised system

Scalable

Commercially robust and safe system

Facilitates good governance

Future Proofing



How they have used land disposals to generate capital receipts

Capital Projects

Designing and delivering accommodation in the health sector is challenging and has particular needs; the experience within QTS across community and mental health sector in particular is second to none.

This knowledge, experience and attention to detail is relevant no matter who the occupier or purpose the accommodation might have.

The team here at QTS are available to advise on project design and delivery, whether it be urgent works resulting from a CQC inspection of the need for a new health hub.



Thank you

Thank you

QTS is a multi-disciplinary practice which specialises in delivering and managing quality environments for their clients; with a long and successful pedigree in community and mental health accommodation, their experience and skills are equally transferable across the public-sector landscape.

Contact

Hardev Virdee, Chief Finance Officer

M: 07921283604 **E:** hardev.virdee@nhs.net

Central and North West London 
NHS Foundation Trust

350 Euston Road, Regent's Place, London, NW1 3AX

Jo Wilson, Director of Operations

M: 07818413820 **E:** Jo.wilson17@nhs.net

Quality Trusted Solutions

350 Euston Road, Regent's Place, London, NW1 3AX

www.QTS-LLP.co.uk