



Lancashire &
South Cumbria
NHS Foundation Trust

Estates Enabling Strategy



We are
LSCft



Contents

Page

1	Foreword	3
2	Context	5
3	Trust Strategic Framework	8
4	Developing the Enabling Strategy	11
	o Where are we now	12
	o Co-production	14
5	Enabling Priorities	15
	o Next steps	32
6	Equality Assurance	33





1

Foreword





Foreword

We are very pleased to share with you the Estates Strategy which sets out our priorities to deliver the Trust's Vision over the next five years from April 2021 to March 2026

Lancashire and South Cumbria NHS Foundation Trust has the aspiration to create a high quality and sustainable estate that, alongside wider infrastructure, enables the changes and developments that are required to deliver more effective and efficient integrated health and care services.

Decisions around our estate will be aligned to, and driven by, our Clinical Services Strategy. We will be based in locations which allow the right services to be delivered to our patients in environments where staff and patients feel safe and supported. In line with both national and local ambitions, this will include the eradication of inappropriately sending people 'out of area' when they need acute inpatient care.

This strategy has been developed and shaped through engagement and we will continue to work with and listen to our service users and their carers, our staff, and other key partners to ensure we adapt and update our plans so that we are responding to the needs and experiences of everyone.

“We will be based in locations which allow the right services to be delivered to our patients”

Alex Heritage
Chief Strategy Officer

2

Context





National context

In addition to understanding our organisation, it is imperative that this strategy reflects the priorities outlined nationally for the NHS and care sector.

- Principal among these priorities is the **NHS Long Term Plan** and the national direction in relation to collaborative ways of working with partners across systems. The **NHS Long Term Plan** also provided renewed commitment to pursue an ambitious transformation of mental health care and the **Mental Health Implementation Plan** provides the framework to ensure we deliver on this commitment at the system level.
- The **Transforming Care** programme aims to improve the lives of people with a learning disability; part of this involves us eliminating care which is 'out of area'.
- **Patient-Led Assessments of the Care Environment (PLACE)** is the system for assessing the quality of the hospital environment.
- The **Building Safety Bill (draft)** will bring into legislation recommendations for a safer regulatory system to enable a 'golden thread' of information from the design stages through to occupancy of buildings and provides residents a voice in the decision making process. The Bill is expected to come into force in late 2021.
- **Delivering a 'Net Zero' National Health Service** is the NHS response to the health emergency that climate change brings.

Local context

Our local health and care system, Healthier Lancashire and South Cumbria, is fundamental to our strategic thinking.

- The **Healthier Lancashire and South Cumbria Estates and Infrastructure Strategy** will aspire to create a high quality and sustainable estate that, alongside wider infrastructure, enables the changes and developments that are required to deliver more effective and efficient integrated health and care services across the local health and care system.
- To support this overarching system strategy, each place (Integrated Care System) will develop its own estates strategy.
- Each of these strategies signals a move towards increased collaborative ways of working, one which integrates services where this is best for the service user, moving care closer to home.





3

Trust Strategic Framework





Enabling Strategy

This Strategy is a key enabler to developing the capability and capacity to deliver the vision, values and strategic priorities outlined in our Trust Strategy



Our Vision

To support our local communities by excelling in everything we do, together

Together our staff, service users, carers and partners will experience a culture of compassion and inclusivity, making LSCFT a place where we can all thrive and feel proud. Our values and behaviours are the principles that guide all that we do every day

Our Values

We are Kind **We are Respectful** **We are Always Learning** **We are a Team**

Our Quality Priorities

SPPA

Our Strategic Objectives

- 1**

We will put **service users** at the heart of all we do, supporting effective care, recovery and wellbeing
- 2**

We will employ and retain the best **staff** because our work culture will be inclusive and a supportive place to work
- 3**

We will deliver **safe** care and we will embrace an open and learning culture, ensuring we continually improve
- 4**

We will respond to people's needs by striving for the highest **standards** of quality, proactively reducing health inequalities
- 5**

In order to support our local communities by excelling at everything we do together, we will always collaborate with our **system partners**
- 6**

We will provide **sustainable** services that are delivered in an effective and efficient way, at the time people need it

4

Developing the Enabling Strategy





Where are we now?

Our estate service is currently known as Healthcare Support and Infrastructure Services (HSIS)

HSIS was established on 1 April 2018 and is a wholly owned subsidiary company of the Trust, and provides a range of services and functions. These encompass:

- Property Asset and Transformation Management, which include space utilisation, leases and licences, and estates data management
- Property Compliance Management comprises statutory compliance and audit
- Fire Safety Management
- Operational Contract Management of Hard Facilities Management (FM), Soft FM and PFI contracts
- Capital Strategy Advice supports capital work plan developments, business cases, option appraisals and tenders
- Environmental Management drives carbon reduction, energy and sustainability management

Hard FM services (such as maintenance, groundworks, and utilities management) and Soft FM services (covering areas such as catering, portering, cleaning, and waste management) are outsourced to facilities management service providers, Bouygues and OCS respectively.

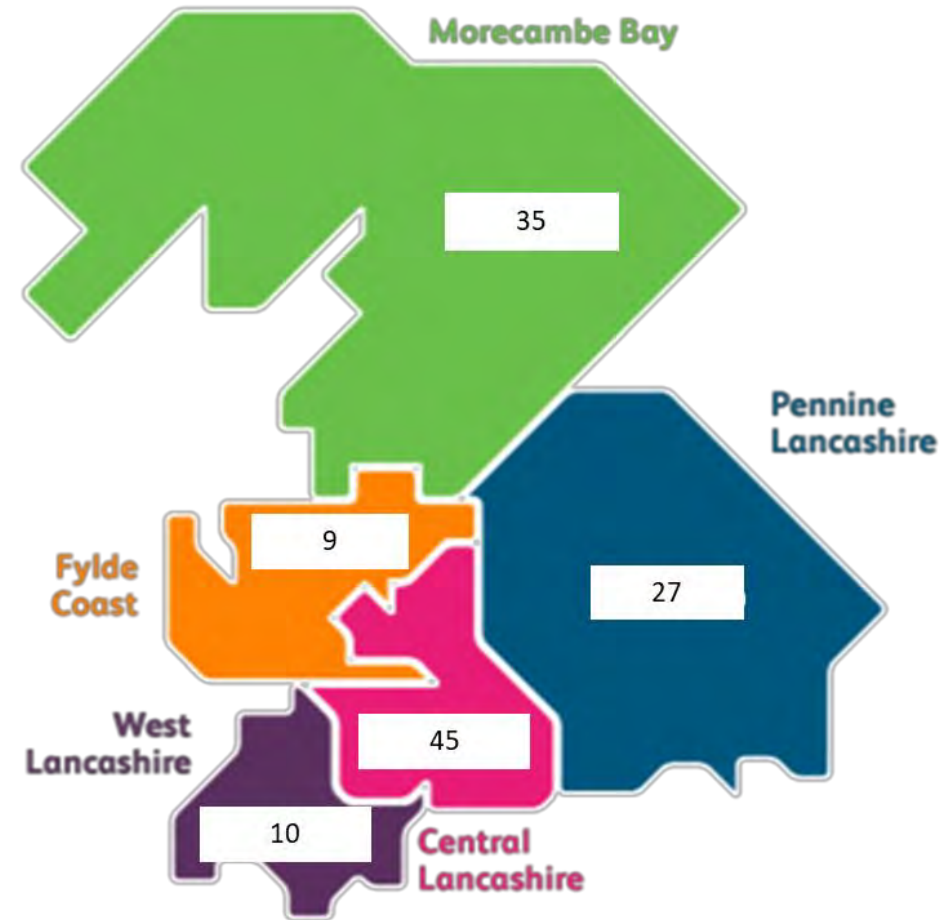
Where are we now? - Our locations

We operate from a range of locations across the Lancashire and South Cumbria geography

Overview	
Total Cost*	c£37.5m
Sqm Floor Space	c132,000
Core Buildings**	126

Property Information	
Freehold	30
Leasehold	91
Long Leasehold	5

Carter Metrics April 2021	Target	LSCFT
Non-Clinical Space	<35%	30%
Unoccupied Space***	<1.5%	2.4%



* £23m Estates Operating costs / £14.5m Capital Charges

** c300 non-core buildings across L&SC

***Altham Meadows = 1% unoccupied space



Co-production: engaging with our stakeholders

We have undertaken a range of engagement activities with all our stakeholders to support development of our Estates Strategy

We commissioned *Healthwatch Together* to hold conversations with **our service users and their carers** about their experiences in using our services to inform our strategy development.

The Trust's Equality and Diversity Lead has conducted an Equality Impact Assessment for the Estates Strategy to ensure that we put equality, inclusion and human rights at the centre of the design and delivery of inclusive services for the **diverse communities** we serve.

We held virtual engagement sessions with our **staff**, who voiced some key points in relation to ensuring our estate is fit for purpose, working with partners to co-locate services, and a single point of contact for staff to raise maintenance and other estates' issues.

We presented our strategic thinking to **system partners** in each place, and they have told us that they are supportive of our strategic ambitions.

Our **Executive Directors** have considered our Estates Strategy and they are keen to secure the appropriate level of capital investment to continue to support us to ensure we have the correct services in the right locations.

With our **Board** we have considered our strategic approach to ensuring that our estate supports our strategic ambitions for high quality locations, where people are able to easily access our services.

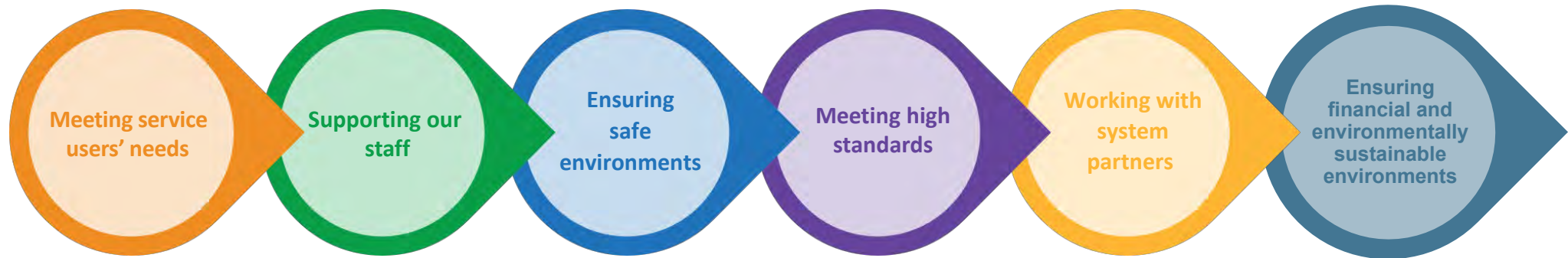
5

Enabling Priorities



Our Enabling Priorities

Our Estates Strategy outlines our commitment to providing high quality locations that allow our staff to deliver the best service to our service users and their carers.



The Estates Strategy will support delivery of the Clinical Services Strategy

Our staff's working environments will be of good quality, fit for purpose, and allow them to deliver excellent care

Through our maintenance programme, we will ensure that the inpatient estate is safe and fit-for-purpose, providing the best environment in which to foster people's recovery

We will continue to enhance the existing estate by delivering against drivers for change, for example, CQC Action Plan

We will support system partners to deliver integrated care through the ICS Estates Strategy

Our Estates Strategy will be a key driver in the Trust's rolling programme of capital investment, ensuring that continued developments in our estate are assessed for impact and affordability



Summary

Priority	Aim	Area of focus	Measuring success
Meeting service users' needs	The Estates Strategy will support delivery of the Clinical Services Strategy	<ul style="list-style-type: none"> • We will work with our clinical and operational colleagues to understand the optimal 'strategic fit' of our estate • We will work more with service users learning from them and collaborating with them so that we can continue to transform our estate and make it better for the people who need it • We will focus on understanding the local population's needs 	<ul style="list-style-type: none"> • Our services will be located in the right places for service users which allow our staff to deliver care confidentially and in environments where patients feel safe and supported
Supporting our staff	Our staff's working environments will be of good quality, fit for purpose, and allow them to deliver excellent care	<ul style="list-style-type: none"> • We will continue to work closely with staff, using a variety of media through which we will engage and gather their views regarding the quality of our estate 	<ul style="list-style-type: none"> • Our staff will feel valued and supported through the provision of high quality estate • The quality of our estate will also contribute to staff health and wellbeing • Our estate will contribute to positive Annual Staff Survey results
Ensuring safe environments	Through our maintenance programme, we will ensure that the inpatient estate is safe and fit-for-purpose, providing the best environment in which to foster people's recovery	<ul style="list-style-type: none"> • Service user safety through the mitigation, and where possible, elimination of risk in relation to accommodation • Health and Safety Executive requirements • Support business continuity requirements where and when needed 	<ul style="list-style-type: none"> • Safe, secure locations, including single bedroom with en suite facilities • The estate will support the provision of safe service delivery



Summary

Priority	Aim	Area of focus	Measuring success
Meeting high standards	We will continue to enhance the existing estate by delivering against drivers for change	<ul style="list-style-type: none"> • CQC Action Plan • Statutory standards and regulations for NHS estate • Backlog maintenance 	<ul style="list-style-type: none"> • We will eradicate inappropriate ‘Out of Area Placements’ for those requiring acute inpatient care • We will deliver against all recommendations made in relation to our estate arising from the CQC Action Plan • Our estate will comply with all fire, health and safety and other statutory standards
Work with system partners	We will support system partners to deliver integrated care through the ICS Estates Strategy	<ul style="list-style-type: none"> • We will support ICS partners to deliver integrated care through the ICS Estates strategy and support the work of the ICPs through Strategic Estate Group (SEG) forums • We will work with health, local authority and other statutory providers during disposal of Trust assets 	<ul style="list-style-type: none"> • There will be evidence of increased integration and co-location of services with partner organisations across the system • Inefficiently used or unused Trust land that does not form part of our future ambitions will be released in order to support government housing growth targets
Ensuring financial and environmentally sustainable environments	Our Estates Strategy will be a key driver in the Trust’s rolling programme of capital investment, ensuring that continued developments in our estate are assessed for impact and affordability	<ul style="list-style-type: none"> • The ongoing management and review of our PFI locations will continue to form part of the strategic planning of our estate • We will continue the disposal of surplus and non-operational sites, remaining aligned to the Trust’s Clinical Services Strategy • For non-clinical estate, we will improve space utilisation and reduce the footprint, create efficiencies and reduce running costs through co-location of back office and support functions, without impacting the quality of these services • Trust energy, management and carbon reduction initiatives will contribute to governmental targets and ensure our estate continues to drive towards environmental sustainability 	<ul style="list-style-type: none"> • The Trust and wider system will deliver its estates ambitions within allocated financial envelopes • We will continue to work towards the NHS Sustainable Development Unit Targets for carbon emissions: <ul style="list-style-type: none"> ○ For the emissions we <i>control directly</i> (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032 ○ For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039 • The Trust will deliver against its space utilisation targets, improving the efficiency of its estate




Enabling Priority One

Meeting service users' needs

Our Pledge

The Estates Strategy will support delivery of the Clinical Services Strategy

A large, stylized graphic of a human eye, rendered in shades of purple and white. The eye is looking towards the right. Inside the white iris area, the text "Meeting service users' needs" is written in white.

**Meeting
service users'
needs**



Enabling Priority One

Key Objectives

- We will work with our clinical and operational colleagues to understand the optimal 'strategic fit' of our estate
- We will work more with service users learning from them and collaborating with them so that we can continue to transform our estate and make it better for the people who need it
- We will focus on understanding the local population's needs

What does success look like?

- Our locations will allow the right services to be delivered to our patients in environments where staff and patients feel safe and supported



Aligned to: Service Users



Enabling Priority Two

Supporting our staff

Our Pledge

Our staff's working environments will be of good quality, fit for purpose, and allow them to deliver excellent care



Supporting
our staff



Enabling Priority Two

Key Objectives

- We will continue to work closely with staff, using a variety of media through which we will engage and gather their views regarding the quality of our estate

What does success look like?

- Our staff will feel valued and supported through the provision of high quality estate
- The quality of our estate will also contribute to staff health and wellbeing
- Our estate will contribute to positive annual staff survey results



Aligned to: Staff



Enabling Priority Three

Ensuring safe environments

Our Pledge

Through our maintenance programme, we will ensure that the inpatient estate is safe and fit for purpose, providing the best environment in which to foster people's recovery



Ensuring
safe
environments



Enabling Priority Three

Key Objectives

- We will contribute to service user safety through the mitigation, and where possible, elimination of risk in relation to accommodation
- We will adhere to all Health and Safety Executive requirements
- We will support business continuity requirements where and when needed

What does success look like?

- Our locations will be safe and secure, and be single bedroom with en suite facilities
- The estate will support the provision of safe service delivery



Aligned to: Service Users and Staff



Enabling Priority Four Meeting high standards

Our Pledge

We will continue to enhance the existing estate by delivering against drivers for change

Meeting
high
standards

A graphic on the right side of the slide shows a hand holding a magnifying glass. The lens of the magnifying glass is focused on a white circle containing the text 'Meeting high standards'.

Meeting
high
standards

Enabling Priority Four

Key Objectives

- We will deliver all estate actions of the CQC Action Plan
- Statutory standards and regulations for NHS estate will be met
- Backlog maintenance will be addressed in line with agreed plans

What does success look like?

- We will eradicate inappropriate 'Out of Area Placements' for those requiring acute inpatient care
- We will deliver against all recommendations made in relation to our estate arising from the CQC Action Plan
- Our estate will comply with all fire, health and safety and other statutory standards



Aligned to: Service Users, Staff, Safe & Standards



Enabling Priority Five Working with system partners

Our Pledge

We will support system partners to deliver integrated care through the ICS Estates Strategy

A graphic on the right side of the slide. It features a dark purple hand holding a magnifying glass. The lens of the magnifying glass is a white circle containing the text 'Working with system partners' in white. The background of the slide is dark purple with faint, overlapping white lines suggesting a network or system.

Working
with system
partners



Working
with system
partners

Enabling Priority Five

Key Objectives

- We will support ICS partners to deliver integrated care through the ICS Estates Strategy and support the work of the ICPs through Strategic Estate Group (SEG) forums
- We will work with health, local authority and other statutory providers during disposal of Trust assets

What does success look like?

- There will be evidence of increased integration and co-location of services with partner organisations across the system
- Inefficiently used or unused Trust land that does not form part of our future ambitions will be released in order to support government housing growth targets

Aligned to: System & Sustainable



Enabling Priority Six

Ensuring financial and environmentally sustainable environments

Our Pledge

Our Estates Strategy will be a key driver in the Trust's rolling programme of capital investment, ensuring that continued developments in our estate are assessed for impact and affordability



Ensuring
financial and
environmentally
sustainable
environments



Enabling Priority Six

Key Objectives

- The ongoing management and review of our PFI locations will continue to form part of the strategic planning of our estate
- We will continue the disposal of surplus and non-operational sites, remaining aligned to the Trust's Clinical Services Strategy
- For non-clinical estate, we will improve space utilisation and reduce the footprint, create efficiencies and reduce running costs through co-location of back office and support functions, without impacting the quality of these services
- Trust energy, management and carbon reduction initiatives will contribute to governmental targets and ensure our estate continues to drive towards environmental sustainability

What does success look like?

- The Trust and wider system will deliver its estates ambitions within allocated financial envelopes
- We will continue to work towards the NHS Sustainable Development Unit Targets for carbon emissions:
 - For the emissions we *control directly* (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
 - For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039
- The Trust will deliver against its space utilisation targets, improving the efficiency of its estate



How will we get there?

To underpin the Enabling Priorities of the Estates Strategy we have stated our future ambitions for each of our major service lines

Service area	Ambition	Future Service Model	Investment
Inpatient mental health	To develop inpatient hubs accessible to our local populations	<ul style="list-style-type: none"> Inpatient hubs for each place 'Moving On' rehabilitation provision, linked to inpatient hubs, will be delivered as close to the service user's home as possible An all-age, 24/7 Initial Response Service covering all places 	<ul style="list-style-type: none"> £8m for additional mental health inpatient capacity £3m for eradication of dormitory accommodation £1.7m for Initial Response Service facilities
Child and Adolescent Mental Health Services (CAMHS)	To provide estate which supports the Trust to become the Lead for the Provider Collaborative for CAMHS inpatient services and specialist eating disorder services across the local ICS	<ul style="list-style-type: none"> New / refurbished unit for children's inpatient mental health services Integration of children's physical and mental health community services where the Trust provides both 	<ul style="list-style-type: none"> £16m for Child and Adolescent Mental Health Unit
Learning Disability / Autism (LDA)	To provide estate which supports the Trust to become Lead Provider of assessment, diagnosis and treatment services for people with learning disabilities and / or autism of all ages across the local ICS	<ul style="list-style-type: none"> Assessment and treatment inpatient unit All age Intensive Support Team across all places 	<ul style="list-style-type: none"> £21m for Assessment and Treatment Inpatient Unit
Adult Secure (Guild Lodge)	To be the Lead of a Provider Collaborative for Adult Secure Services across the local ICS	<ul style="list-style-type: none"> Plans for Guild Lodge will also align with inpatient hub service developments All units to meet CQC requirements including en suite accommodation 	<ul style="list-style-type: none"> £26m for re-provision of 48 secure mental health beds
Community (physical health)	To ensure, where appropriate, our services and those of other providers are fully integrated, providing local, easily accessible care and support	<ul style="list-style-type: none"> Fully integrated service locations where appropriate, aligned to neighbourhood hubs Develop a hub and spoke model for the Central Lancashire Moving Well Service For children's services, co-locate therapy, 0-19 Universal Services, and CAMHS 	<ul style="list-style-type: none"> Investment costs to be driven through ICPs
Trust-wide estate	To make environmental improvements to enable delivery of high quality care	<ul style="list-style-type: none"> Backlog maintenance Environmental / therapeutic improvements Staff facilities to improve wellbeing 	<ul style="list-style-type: none"> £50m



Next steps

We realise that developing this strategy is only the first step in realising our ambitions

In order to turn these ambitions into reality we will work with colleagues and stakeholders to develop plans to describe the annual objectives needed to achieve the enabling priorities of the Estates Strategy. These annual plans will not only provide clear direction for staff across the Trust, but also will come together and join with partner plans in each place, supported by our new locality delivery model.

We have already identified our overall Estates Strategy enabling priorities and measures of success, which provide a focus for our efforts and resources. We have also aligned our priorities with the overall strategic direction of the Trust and key national and local drivers of change. We will clearly articulate interdependencies across all these areas to ensure that the enabling priorities of the Estates Strategy are embedded and provide a solid foundation to support the delivery of high quality care for the people we serve.

6

Equality Assurance





Equality Assurance

Equality Impact Assessment

LSCft puts equality, inclusion, and human rights at the centre of the design and delivery of inclusive services for the diverse communities we serve, and the empowering culture we create for our staff.

The legal case is set out in the Equality Act 2010 and the practice is embodied by our staff every day, without exception. We are stronger together.

Potential Impact

Multiple listening and engagement sessions across networks, localities, and among protected characteristics groups has enabled the Estates strategy team to gather quantitative as well as qualitative data and experiences to help shape the Trust's commitment to become a great and safe place to work and learn.



**Lancashire &
South Cumbria**
NHS Foundation Trust

**For more information of accessible formats
please contact communications@lscft.nhs.uk**

