



Community Health Partnerships

Investing in a healthier future

Business Plan Summary 2017-2018



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Chair's foreword

It is a pleasure to introduce our business plan for 2016/17. We have an exciting and challenging year ahead delivering on the priorities identified to meet the needs of tenants, stakeholders, and shareholders.



John Bacon CB,
Chair, CHP

It is a pleasure to introduce our business plan for 2017/18. We have an exciting and challenging year ahead delivering on the priorities identified to meet the needs of tenants, stakeholders, and shareholders. Whilst a business plan inevitably focuses on corporate priorities the starting point for all that we do at Community Health Partnerships (CHP) is patients and the communities in which they live. After all the NHS LIFT Estate is nothing other than the physical manifestation of commissioners' plans to meet the needs of the people they serve. You'll see that the theme running through this plan is investment; investment in ensuring that everything we do adds value.

I'm confident that the Executive Team has assembled the capabilities that we need to deliver our plans and that confidence is built on the foundations of the key successes we've had during the last 12 months. In particular we have:

- > The Strategic Estates Planning function (SEP) has continued to move in line with the needs of the system and is a proactive member of STPs covering LIFT areas and now works as one unit with NHSPS on a national model.
- > Consolidated our understanding of the estate we are directly responsible for, both as tenant and landlord, meaning that we can operate in a fully transparent way with tenants, commissioners, and those responsible for financial planning nationally.
- > Capitalised on relationships with investors and private sector partners; playing a more active and coordinated role as shareholder and securing better value from the investments made by the NHS and developing a future PPP model through Project Phoenix.
- > Actively engaged with tenants and commissioners to improve the utilisation of the estate via a national centre management programme which will deliver improved services for all building users and ultimately deliver better patient outcomes.
- > In spite of the challenges resulting from the financial crisis, we have worked hard with partners at a local level to create the conditions which once again allow investment in much needed local projects. This has resulted in a new LIFT scheme reaching financial close in Hull demonstrating the continued relevance and cost effectiveness of the LIFT model with more to follow.

If you want to discuss any aspect of this plan please contact any member of the Executive Team.

John Bacon CB
Chair

Executive summary

One of the advantages of having clear plans is that an Executive Summary can be short. As the Chairman points out in his foreword the theme running throughout this plan is investment; investment to ensure that we add value in all that we do. The plans for the key components of our business are set out in the following pages allowing you, the reader to hold us to account for what we do on your behalf.



Dr Sue O'Connell,
Chief Executive
Officer, CHP

Those commissioners that engaged with the NHS LIFT programme had the foresight to understand that modern healthcare requires community based facilities that promote the integration of services where patients and other users need them most. CHP is in a strong position to build on this legacy and in this plan you will see that we will:

- Work with each Sustainability and Transformation Plan (STP) area to promote the optimum alignment of the whole healthcare estate to emerging clinical models. This means bringing together all stakeholders to deliver against the plans created in partnership with the Strategic Estate Advisory framework we designed and embedded throughout the year.
- Deliver a transparent and engaged service to tenants and commissioners, fully conscious that we need to play an active role in the wider efficiency agenda and we will therefore exploit any opportunity to reduce costs and increase utilization by effective centre management.
- Work with local partners to identify, fund and develop new projects that meet the specific requirements of local health economies.
- Work with the Department of Health to deliver the new Public Private Partnership (PPP) model under Project Phoenix and in doing so support the Sustainability and Transformation Plans (STPs) being developed and delivered across the healthcare system.

As a Company wholly owned by the Department of Health, you can be assured that CHP will always seek to secure best value and maximum engagement in all that we do and the key resource we have to do that is our staff. We have assembled specialists with a depth of knowledge in their respective fields and blended them into a customer focused team.

Finally, we believe that CHP has a unique vantage point where public and private sector meet: we always look to learn from best practice in both sectors and therefore we encourage you to talk to us if you feel there is something we can do to improve.

Dr Sue O'Connell
Chief Executive

Objectives

Over the last 12 months the NHS landscape and the challenges facing the service have continued to change and 2018 will be no different, providing both challenge and opportunity. CHP recognises that its contribution to both the short and longer term goals of The Five Year Forward View needs to be flexible, sustainable, collaborative and creative. The commitment to maximise quantifiable efficiency savings both internally and as a contribution to the wider overall system is inherent within the CHP culture from business planning through to our daily operations.

With this approach at the forefront of its innovative thinking we have determined four core objectives for the financial year 2017 – 2018.

Investing for Transformation

Building on the development of Strategic Estate Plans for CCGs and STPs, the focus is on the identification and delivery of specific estates solutions which enable transformational change and facilitate local Sustainability.

Investing in the Estate Portfolio

Delivering a transparent and engaged service to our tenants, generating efficiency savings whilst providing the highest levels of service and safety.

Investing in Public Private Partnerships (PPP), LIFT and Project Phoenix

Adding value to CHP investment portfolio in LIFT and delivering the next generation of PPPs through evolution (Project Phoenix) to enable delivery of transformational and sustainable new models of care in modern care settings.

Investing for the Future

We will actively and enthusiastically contribute to the design, establishment, and subsequent operations of a new national property organisation that seeks to transform the NHS estate in support of the Five Year Forward View.

Delivering our objectives for 2017- 2018

Investing for Transformation

Building on the development of Strategic Estate Plans for CCGs and STPs, the focus is on the identification and delivery of specific estates solutions which enable transformational change and facilitate local Sustainability.

An efficient and effective estate is a core requirement for the transformation and sustainability of health services across England. The CHP Strategic Estate Advisory team has adopted a system wide approach that links national planning with locally based health and social care service requirements and estates demands.

During 2016/17 the Strategic Estate Advisory team worked with CCGs and STPs to further develop local estates strategies working with 85 Local Estates Forums and 26 STPs. The Strategic Estate Advisory team is now assisting the implementation phase, supporting NHS England with the delivery of Estates Technology and Transformation Fund projects and working with NHS Trusts, CCGs and local health systems to deliver opportunities identified in the Local Estates Strategies.

CHP has supported the development of **85** Strategic Estate Plans



CHPs Strategic Estate Plans show representation from

103 CCGs



75%

of the Local Estate Forums CHP is engaged with include participation from the acute sector

Pipeline and implementation plans will be delivered, prioritising the viability, and financial robustness of projects that will deliver real improvements. Ongoing active support will be provided to Local Estates Forums and One Public Estate Groups as part of the process of building local system alignment, with particular attention to improving participation and engagement with Local Authorities and NHS Acute Trusts.

The increasing demand for housing is a transformational opportunity and CHP will support the Department of Health on the Surplus Land Initiative, assisting with both the identification and disposal of sites that can be put to better use by others.

Maintaining and extending strong, effective stakeholder relations are an inherent requirement for the team. Success will be monitored through our Quality Assurance Programme and regular reviews.

Delivering our objectives for 2017- 2018

Investing in the Estate Portfolio

Delivering a transparent and engaged service to our tenants, generating efficiency savings whilst providing the highest levels of service and safety.

CHP assumed Head Tenant responsibility for the NHS LIFT estate portfolio comprising 305 modern, purpose built, sustainable buildings across England in 2013.

The challenges within that portfolio have been varied and taken longer to resolve than originally forecast. However, 2016/17 has been a year of positive change for our tenants with the establishment of a consistent, transparent charging regime and the commitment to invest in centre management.

CHP has redefined Centre Management, which has allowed a coherent message to be given to CCGs and tenants, and facilitate improvements to the CHP premises by enabling the following:

- > Improving building utilisation across the CHP estate
- > Identifying and maximising use of bookable space
- > Assisting the letting void space
- > Building strong tenant and stakeholder relationships enabling better patient outcomes
- > Consistent and improved reporting to CCG's and Commissioners
- > Building strong community engagement focused on individual Facilities

This project when coupled with the Soft FM procurement should deliver proper costs of service and improved delivery to the health economy.

Provision of excellent facilities and value for money services for patients, public and tenants will continue to dominate the objectives for the team through:

- > Delivering a consistent and effective Centre Management Service
- > Review and engagement of Soft Facilities Management (FM) providers that fit local needs
- > Maximising usable space
- > Transparent and accurate billing
- > Contributing to the resolution of under Lease Plus Agreement (uLPA) issues
- > Delivering cost savings through efficient and effective use of resources
- > Provision of clear, open and effective communication channels
- > Management and delivery of a variation programmes for the NHS LIFT estate



QEII Hospital

Delivering our objectives for 2017- 2018

Investing in Public Private Partnerships (PPP), LIFT and Project Phoenix

Adding value to CHP investment portfolio in LIFT and delivering the next generation of PPPs through evolution (Project Phoenix) to enable delivery of transformational and sustainable new models of care in modern care settings.

A focus on delivering NHS England's Five Year Forward View remains at the forefront of CHPs strategic plans and 2017/18 will see the strengthening and increasing clarity of connections to sustainable and transformational estate planning throughout all business areas.

The Company through its 40%² shareholding in the 49 NHS LIFT Companies, has a proven delivery model for the transformation of the health estate required to deliver new models of care.



This delivery route has already delivered £2.5bn of investment via Public Private Partnerships and is amongst the highest quality, modern and fit for purpose estate within the health portfolio. CHP continues to ensure LIFTCos add value and safeguards the public sector return through prudent stewardship.

Recognising that a developed health system must have a modern fit for purpose estate with infrastructure that supports extended primary care and diagnostics as well as step-down and active rehabilitation is key to successful delivery of the Five Year Forward View. Changing care models require a fresh approach to the development and delivery of new health estate whether through major refurbishment or new build.

Through expertise developed in delivering the NHS LIFT programme, CHP is in a unique position to support the Department of Health in identifying and developing a new investment model to meet the needs of the next generation of estate infrastructure. CHP along with the DH have been developing the next generation of health PPPs through Project Phoenix and will be ready to go to market in 2017/18. The new PPPs will ensure all health organisations in England have access to a PPP to assist with the transformation of the health estate.

PPPs have already successfully supported the delivery of numerous key governmental objectives and the learning from those programmes provides a springboard to innovate, and deliver on a larger scale with speed and pragmatism. PPP have the benefit of being able to hold assets, take risk and access funding from the public and private sectors and have a proven track record of delivery to time and budget and have eradicated backlog maintenance through effective maintenance programmes and lifecycles reserves.

Delivering our objectives for 2017- 2018

CHP has identified the following strategic aims to drive the future PPP investment model:

<p>Ensure the NHS has the right estate to deliver the <i>Five Year Forward View</i></p> 	<p>Support the generation of capital receipts from the NHS estate to enable transformation</p> 
<p>Realise devolution opportunities, supporting local delivery</p> 	<p>A flexible model offering local health economies with a wide range of services, tailorable to specific requirements</p> 

²CHP holds 40% in most of the LIFT Companies but in a small number of areas the public sector shareholding is shared with Local Authority partners.

Delivering our objectives for 2017- 2018

Investing for the Future

We will actively and enthusiastically contribute to the design, establishment, and subsequent operations of a new national property organisation that seeks to transform the NHS estate in support of the Five Year Forward View.

CHP has always been passionate about delivering world class estates infrastructure that actively contributes to clinical outcomes by providing the right environment for patients and those that care for them. Our core NHS LIFT programme has targeted resources at those areas of greatest need and has demonstrated what can be achieved through meaningful and enduring partnerships at a local level and future national coverage by PPP with the procurement of Public Infrastructure Partnerships (PIP) delivered through Project Phoenix. The Board welcomes the vision set out by Ministers and believes that strengthening, combining, and focusing the capability of the two existing national property Companies is the logical next step in being able to deliver the services that the NHS needs and patients deserve.

The year ahead will be one of transition and the Board will ensure that the Company is focused on two complementary strategic objectives. First, ensuring the philosophy and design of the new organisation draws on the positive lessons from the LIFT programme by actively contributing to the project to create that new entity and ensuring the delivery of the new PPPs. Secondly, ensuring that current operations continue to be delivered to a very high standard providing a stable platform on which to build the new organisation. For CHP business as usual also means delivering those key change programmes set out elsewhere in this plan.

Whatever organisational form emerges as the most appropriate delivery vehicle for the NHS we are confident that the following key deliverables are entirely aligned with CHP's own objectives:

- Commercial and investment knowledge which can be used to help NHS providers make best decisions about disposals and construction projects; and so that there is a clear national picture about estates and a proven delivery vehicle which achieves an "off departmental balance sheet" solution.
- Data across the whole NHS estate so that everyone has a clear picture of what is available; what the opportunities and challenges are.
- Better joining up with the broader priorities of the NHS, so that NHS providers feel that the new organisation is part of the NHS family, there to support and help them with their decision making in an advisory capacity, rather than an asset owner.
- A clearer expert voice to Government about the NHS estate as a whole.

Who are Community Health Partnerships?

Community Health Partnerships, widely known as CHP, is a Limited Company 100 per cent owned by the Department of Health.

With integrated expertise in commercial investment, identification and development of infrastructure regeneration improvements and provision of a full suite of property management services, CHP prides itself on delivering collaborative solutions to meet the needs of its stakeholders.

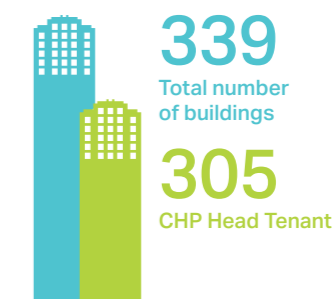
Investment in new community and primary health care facilities has created a catalyst for change in the way services are delivered; improving the health and well being of local communities.

CHP is a shareholder in each of the 49 LIFT Companies across England, representing a total investment of almost £2.5bn and making us one of the largest managers of community property in the health sector. Developing and investing in local facilities and then managing them to very highest standards, whilst remaining focused on customer requirements is an approach that has proved very successful in improving service and care. We manage 305 commercial buildings ranging from 200m² to 12,000m², totalling almost one million square metres of floor area. Our portfolio comprises modern, BREEAM excellent properties and includes complex multi-use facilities designed to meet the next generation of care models.

The Strategic Estates team support 85 Local Estate Forums and work with 103 CCGs and 26 STPs. Encouragingly, the work is progressing from the development of estates strategies to the identification and delivery of specific projects that will deliver substantial benefits for patients as well as financial efficiencies. Every pound in estates cost savings enables resources to be diverted to direct patient care and, often, estates is a key enabler of wider operational transformation.

CHP continues to adapt its offering to reflect the needs of the NHS and its partners, including plans for seven day NHS services, and we are at the forefront of creating new investment vehicles for the next generation of Public Private Partnerships that will work with the NHS to ensure the estate transformation to support new models of care is available to all health organisations in England. Project Phoenix will deliver national coverage of Public Private Partnerships.

The Company is led by a strong and established Board of Directors that brings a unique blend of business skills, commercial acumen and public service; supported by an experienced and passionate management team.



898,279m²
Total GIA across the estate

CHP Board - Chair and Non Executive Directors



John Bacon CB, Chair
Appointed 2011

John has over 30 years Non Executive and Executive experience in the Department of Health and NHS.



Nigel Beer
Appointed 2008

Nigel has over 25 years' experience in corporate finance, private equity, corporate investment and commercial property. Until 2005, Nigel was Partner at KPMG Corporate Finance. Other Non-Executive roles include Northern Venture Trust PLC.

Nigel is Chair of CHPs Audit Committee.



Bernadette Conroy
Appointed 2015

Bernadette has over 20 years' experience of senior roles in the Corporate and Investment Banking sectors latterly Global Head of Strategy and Planning at HSBC.

Non Executive roles in the health, housing, property and regeneration sectors include Barnet CCG, North London Estates Partnerships, Chair of Network Homes and former Chair of Poplar Harca.

Bernadette is Chair of CHPs Property Committee and CHP's Funding Investment and Assurance Committee.



Sir Sam Everington OBE
Appointed 2002

Sam is a GP, Chair of Tower Hamlets CCG and Trustee of The King's Fund. He has previously been a member of GMC Council, Acting Chair of the BMA and Cabinet appointed Ambassador for Social Enterprise.

Sam is Chair of CHPs Remuneration Committee.



Ben Masterson
Appointed 2010

Ben is a senior civil servant in the Commercial Division of the Department of Health and a qualified accountant by profession.

Ben is a member of the CHP Remuneration Committee.

CHP Board - Executive Directors



Dr Sue O'Connell, Chief Executive

Sue has been Chief Executive of CHP since 2006, leading the Company and delivering its £2.5bn Property and Investment Portfolio in partnerships with the private sector.

Sue's focus is to harness the considerable skills across the private and public sectors to the benefit of the NHS, patients and local communities.

Prior to joining CHP, Sue worked as a General Practitioner in the NHS for over 20 years.



Mark Day, Chief Finance Officer and Executive Director

Mark has over 25 years' experience at Senior Director/Chief Finance Office position in the NHS with extensive experience in strategic leadership, finance and commissioning.



Paul Hanrahan, Executive Director (Property)

Paul has 30 years' experience working in the property sector and an MSc in Facility and Property Management from University College London. During the last 12 years Paul has specialised in banking, insurance and commercial property, managing buildings including The Shard, CityPoint and The Broadgate Tower in London, from construction to operation. He remains involved with UCL in an ongoing alumni role.



Martin Rooney, Executive Director (Strategic Estate Advisory)

Martin has over 17 years' experience working in commercial investment, community regeneration and strategic estates planning across the private and public sectors. Martin joined CHP seven years ago, responsible for public private partnership and property development within the NHS, enabling NHS commissioners, property companies and local authorities to plan, develop and deliver infrastructure solutions to meet emerging needs.

Further information

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