

# Board of Directors Public

## SUMMARY REPORT

Meeting Date: 28 July 2021

Agenda Item: 15

<b>Report Title:</b>	<b>Estate Strategy</b>		
<b>Author(s):</b>	Pat Keeling, Director of Special Projects (Strategy), James Clarke, Head of Technical Support, Estates		
<b>Accountable Director:</b>	Pat Keeling, Director of Special Projects (Strategy)		
<b>Other Meetings presented to or previously agreed at:</b>	<b>Committee/Group:</b>	Estates Strategy Implementation Group Finance & Performance Committee	
	<b>Date:</b>	12 July 2021 15 July 2021	
<b>Key Points recommendations to or previously agreed at:</b>	Significant engagement activities have taken place to identify principles and priorities. Advice and engagement has occurred with Sheffield Place, ACP, SYB ICS, Region.		

### Summary of key points in report

The paper outlines:

The proposed refresh of the estate strategy including principles, priorities, analysis of current estate and investment priorities and timeline.

#### Recommendation for the Board/Committee to consider:

Consider for Action	Approval	X	Assurance	X	Information
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Recommendation: The Board is asked to APPROVE the refreshed estate strategy with the assurance that the investment priorities are agreed, risks and issues are identified and monitoring will be delivered monthly by the Estates Strategy Implementation Group and quarterly by the Finance and Performance Committee.

#### Please identify which strategic priorities will be impacted by this report:

	Yes	No	
Covid-19 Getting through safely	Yes	No	✓
CQC Getting Back to Good	Yes	No	✓
Transformation – Changing things that will make a difference	Yes	No	✓
Partnerships – working together to make a bigger impact	Yes	No	✓

<b>Is this report relevant to compliance with any key standards ?</b>					<b>State specific standard</b>
Care Quality Commission	Yes	✓	No		All CQC standards related to the environment.
IG Governance Toolkit	Yes		No	✓	
<b>Have these areas been considered ? YES/NO</b>					<b>If Yes, what are the implications or the impact? If no, please explain why</b>
Patient Safety and Experience	Yes	✓	No		Patient Safety and Experience is a key consideration within the estate strategy including a focus on healing environments.
Financial (revenue & capital)	Yes	✓	No		Finance is a core component of the estate strategy as it needs to be affordable particularly in relation to capital and also revenue for leases.
OD/Workforce	Yes	✓	No		OD and workforce considerations are explicitly mentioned in the estate strategy to support staff wellbeing and agile working
Equality, Diversity & Inclusion	Yes	✓	No		EDI is referred to in relation to accessibility and location of facilities.
Legal	Yes	✓	No		Legal considerations apply to all investment priorities in relation to procurement, contractual and development or disposals.

<b>Title</b>	<b>Estate Strategy 2021 – 2025/26</b>
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## Section 1: Analysis and supporting detail

### Background

- 1.1 The SHSC Estate Strategy requires refreshing and this has been agreed as part of the enabling strategy refresh programme for 2021.

### Progress against milestones

- 1.2 The estate strategy was presented to the Finance and Performance Committee on July 15 2021 and remains on track.
- 1.3 The estate strategy is due to be presented to the Trust Board on July 28 2021 and remains on track, following discussion and minor amendments at the July Finance and Performance Committee

## Section 2: Risks

- 2.1 The key estate strategy risks are as follows;
- Capital estimates are outside the CDEL allocation threshold monitored by SYB ICS and will require negotiation unless capital receipts from disposals can increase SHSC CDEL in specific years to meet increased capital expenditure.
  - Engagement and ownership of staff and service / function plans to relocate will be critical to delivery of the estate strategy.
  - Public consultation will be required for changes to the previous Therapeutic Environments Programme if changes to the older adult services include an older adult campus.
  - The capital programme will require funding bids for external capital through the New Hospitals Programme. If this is not supported then the new inpatient facility will be at risk.
  - Following the Covid global pandemic the availability of building materials has reduced, and the price of these materials has escalated significantly. This may further impact the capital cost estimates in the estate strategy, causing costs to increase.

## Section 3: Assurance

### Benchmarking

- 3.1 Benchmarking for the hard and soft facilities management services has been included using the Model Hospital data.

### Triangulation

- 3.2 Strategic drivers have been triangulated including the strategic direction, Clinical and Social Care Strategy, People Plan, Digital Strategy and national and local (ACP, SYB ICS) strategic drivers.

### Engagement

- 3.3 Engagement activities are listed at the front of the estate strategy. Engagement has taken place with clinical and social care services in 2020, a general managers workshop in June, SHSC Board in March and June, ICS and Sheffield Place colleagues during 2021. Staff and service user feedback from a range of sources has also shaped the priorities and is listed.

## Section 4: Implications

### Strategic Aims and Board Assurance Framework

- 4.1 The estate strategy identifies the seven strategic investment priorities for the SHSC estate over the next five years. These priorities are aligned with the 4 SHSC strategic aims and 4 strategic priorities.
- 4.2 The estate strategy addresses the key BAF risk related to therapeutic environments including safety, privacy and dignity and staff wellbeing.

### Equalities, diversity and inclusion

- 4.3 The estate strategy specifically mentions the link with equalities, diversity and inclusion and the importance of engagement and focus on the needs of local communities.

## Culture and People

- 4.4 The estate strategy specifically mentions the link to cultural change and the importance of engagement and support for new ways of working.

## Integration and system thinking

- 4.5 The estate strategy specifically mentions the link to integration and system working in Place, ACP, Alliance and SYB ICS.

## Financial

- 4.6 The estate strategy identifies the high level capital implications and potential investment of **£70,969 million (which may rise to £76,969 million) by the end of 2025/26** if a modular decant ward is purchased and 100% en-suite facilities are developed to Forest Lodge low secure unit.

## Compliance - Legal/Regulatory

- 4.7 The estate strategy identifies the key investments and high level capital implications to meet CQC compliance and legal regulatory requirements for the environment (HBNs, HTM, Building Regulations), as we know them today.

# Section 5: List of Appendices

## SHSC Estate Strategy 2021 - 2026

### Appendices:

1. SHSC Strategic Direction on a page.
2. Clinical and Social Care Strategy on a page.
3. People Plan on a page.
4. Agile Working Principles.
5. Estate Recording Information Collection 2018 and 2019
6. Bed Compliment and En-suite Facilities
7. SHSC Property Condition Dashboard 2018
8. Capital Plan to 2025/26
9. SHSC Map of Properties
10. Estate Strategy Key Investment Project Timelines
11. Sustainability and Environmental Issues

# Our Strategic Direction 2021/22 - 2024/25

## Our Vision

To improve the mental, physical and social wellbeing of the people in our communities.

## Strategic aims

- ▶ Deliver outstanding care.
- ▶ Create a great place to work.
- ▶ Effective use of resources.
- ▶ Ensure our services are inclusive

## Strategic priorities 2021-2023

### Covid-19: Recovering effectively

- ▶ Increase staffing in those services most affected by increased Covid demand
- ▶ Reduce waiting times for assessment and treatment

### CQC: Getting back to good

- ▶ Implement our Quality Improvement and Leadership programs
- ▶ Improve our standard of patient centered care.
- ▶ Implement rapid improvement in acute and recovery services
- ▶ Create safe & dignified facilities.
- ▶ Complete our Well-Led Action Plan

### Transformation: Changing things that will make a difference

1. Primary care mental health service rollout to 15 PCNs by 2023
2. Reduce Community Mental Health Team waiting times
3. Implement and deliver a new electronic patient record in 2022/23
4. Implement the new care model for the forensic services collaborative in 2022.
5. Move out of Fulwood House in 2022
6. Design and procure the Acute Care Therapeutic facility by 2023
7. Implement our Clinical & Social Care Strategy

### Partnerships: Working together to have a bigger impact

- ▶ **Sheffield Place:** co-produce services to improve equality of access for all communities
- ▶ **Provider Alliance:** lead the development of forensic and specialist services & support development of the Alliance model
- ▶ **South Yorkshire & Bassetlaw Integrated Care System:** play our part in delivering the Long Term Plan priorities
- ▶ **University:** improve outcome measures for service users



## ▶ Our Vision

To improve the mental, physical and social wellbeing of the people in our communities.

## ▶ Strategic aims

Deliver outstanding care. Create a great place to work. Effective use of resources. Ensure services are inclusive



# The Clinical and Social Care Strategy

We will give care that is

- ▶ Person-Centred
- ▶ Evidence-Based
- ▶ Trauma-Informed
- ▶ Strength-Based

We will work with

- ▶ Primary Care
- ▶ The City
- ▶ The Wider System

What are we going to do?

- ▶ Develop Care Models that promote recovery

How will we do it?

- ▶ Design Services to meet people's needs
- ▶ Develop Team SHSC

# Our People Strategy 2021/22 - 2024/25

## ▶ Our Vision

To improve the mental, physical and social wellbeing of the people in our communities.

## ▶ Strategic aims

Deliver outstanding care.    Create a great place to work.    Effective use of resources.    Ensure services are inclusive



### Health and Wellbeing

Prioritise to support staff to feel healthy, happy and well at work;

- Work safely and differently
- Refreshed HWB group
- Winter wellbeing campaign
- Appoint a wellbeing guardian
- Training
- Physical and mental health
- HWB discussion
- Environment



### Leadership and Development

Collective, inclusive and compassionate leadership with equal opportunity for growth and development;

- Leadership development
- Talent management
- Management skills development
- Partnership working



### Workforce Transformation

Deliver workforce transformation to meet service needs both now and in the future;

- New roles
- Workforce Plan
- Learning needs analysis / training plan
- Apprenticeships
- New ways of working
- Improved workforce data
- Develop clear career pathways



### Recruitment and Retention

Recruit and retain the right staff with the right skills;

- Improved recruitment practice
- Great place to work / employer of choice
- Flexible working
- Reward and benefits
- Career opportunities





ENGAGEMENT PLAN

LEAVING FULWOOD /  
NEW WAYS OF  
WORKING

(DRAFT)



Sheffield Health  
and Social Care  
NHS Foundation Trust

# OVERVIEW

SHSC is committed to developing its estate to ensure that sites and services meet the needs of staff and services. The relocation of trust headquarters is central to that strategy.

## MISSION

We aim to ensure that all staff have the opportunity to contribute to the purpose, design and location of new headquarters alongside the development of New Ways of Working principles and practice

## VISION

We envision all our services and sites to be fit for purpose, therapeutic and make SHSC a great place to work





## Leaving Fulwood Project Group

### Dependencies

New ways of working principles

New ways of working policy

Availability of accommodation

Capital expenditure

### Engagement strategies

Monthly engagement sessions

Intranet Page

Monthly engagement sessions

Team champions

Monthly engagement sessions

## New ways of working

Where roles and responsibilities permit. SHSC will support a balance of virtual and face to face working in the future

No role is intended to be fully virtual, although a role could be site based (fixed)

All teams will maintain a presence on site. The part of each persons time in the office will be defined within teams

Regular face to face meetings should take place, although the majority of meetings will continue to be virtual

Teams should schedule 'Team' time to come together to support strong communication. This should be done safely following the guidance at the time.

Teams will have specified areas, but in HQ individuals will no longer have personal space

Problem resolution of performance meetings should be undertaken face to face where possible, although should not be delayed if this is not possible

Supervisions should be maintained in line with policy

Staff who cannot work remotely will be accommodated in a HQ or other space if required. No one will be forced to work remotely if circumstances do not allow.

## Leaving Fulwood

There will be multiple ways that staff can access information and be able to contribute to conversations

Department leads will be asked about their specific team needs

Each team/department will have an identified person to share information and gather feedback

Each member of Fulwood staff will have an impact meeting to discuss concerns/impact and feed in essential information to the decision making process

Space assumptions will consider team needs but space allocation needs to be financially viable

The wider organisation will be able to express their views on creating a headquarters that will be meaningful to all

There will be the opportunity to commemorate and celebrate the Fulwood site

## Dashboard 2019/2020

<b>Organisation</b>	<b>TAH SHEFFIELD HEALTH AND SOCIAL CARE NHS FOUNDATION TRUST</b>
<b>Type</b>	<b>CARE TRUST</b>
<b>Commissioning Region</b>	<b>NORTH EAST AND YORKSHIRE COMMISSIONING REGION</b>

					2019/2020 Quartiles				
Finance	Unit	2019/2020	Trend	2018/2019	Lowest	Lower Q	Median	Upper Q	Highest
Total capital investment	£	2,090,000	↑	2,071,000	177,000	2,865,385	5,941,422	14,308,698	323,910,270
Capital investment for improving existing buildings per occupied floor area	£/m <sup>2</sup>	14.74	↓	38.97	0.00	20.09	40.08	64.02	404.98
Facilities Management (FM) Services	Unit	2019/2020	Trend	2018/2019	Lowest	Lower Q	Median	Upper Q	Highest
Facilities management costs - cost of occupancy	£	12,260,860	↓	12,485,187	4,159,105	20,859,608	34,212,443	54,029,334	195,381,988
Facilities management costs per occupied floor area	£/m <sup>2</sup>	246.93	↓	295.23	140.73	321.43	383.01	441.31	1,289.20
Areas	Unit	2019/2020	Trend	2018/2019	Lowest	Lower Q	Median	Upper Q	Highest
Occupied floor area per gross internal floor area	%	94.98	↑	80.66	10.21	89.86	96.64	99.41	100.00
Function and Space	Unit	2019/2020	Trend	2018/2019	Lowest	Lower Q	Median	Upper Q	Highest
Total single bedrooms for patients	No.	189	↑	175	0	127	209	336	928
Quality of Buildings	Unit	2019/2020	Trend	2018/2019	Lowest	Lower Q	Median	Upper Q	Highest
Cost to eradicate backlog	£	9,913,150	↓	11,532,650	0	5,256,638	16,046,499	42,850,284	671,728,876
Cost to eradicate backlog per occupied floor area	£/m <sup>2</sup>	199.65	↓	272.71	0.00	81.26	208.43	403.73	10,274.51
Energy	Unit	2019/2020	Trend	2018/2019	Lowest	Lower Q	Median	Upper Q	Highest
Energy costs (all energy supplies)	£	819,651	↓	843,560	136,515	1,198,155	2,060,130	4,041,763	16,990,398
Site energy consumed	kWh	13,879,144	↓	14,100,183	993,849	17,304,908	34,504,216	60,140,076	280,367,666
Site energy consumed per occupied floor area	kWh/m <sup>2</sup>	279.52	↓	619.14	68.48	328.76	423.48	500.61	1,201.31
Energy cost per occupied floor area	£/m <sup>2</sup>	16.51	↓	37.04	6.48	21.11	27.51	33.98	81.10
Average cost per unit of energy consumed	Pence/kWh	5.91	↓	5.98	1.96	5.01	6.38	7.74	49.74

Water Services	Unit	2019/2020	Trend	2018/2019
Water and sewage cost per occupied floor area	£/m <sup>2</sup>	2.73	↓	2.92

Lowest	Lower Q	Median	Upper Q	Highest
0.24	2.81	3.67	4.40	12.52

Waste	Unit	2019/2020	Trend	2018/2019
Total waste cost	£	153,769	↑	94,593
Total waste volume	Tonnes	436.99	↓	442.58
Waste cost per waste volume	£/tonne	351.88	↑	213.73
Waste cost per occupied floor area	£/m <sup>2</sup>	3.19	↑	2.24

Lowest	Lower Q	Median	Upper Q	Highest
24,256	205,543	402,427	878,712	3,427,850
0.00	680.97	1,398.81	2,524.04	78,732.52
1.74	258.21	334.82	449.05	1,564.37
1.15	3.42	4.98	6.92	20.70

Cleanliness	Unit	2019/2020	Trend	2018/2019
Cleaning service cost per occupied floor area	£/m <sup>2</sup>	33.11	↓	38.99
Cleaning service cost per WTE	£/WTE	28,081.81	↑	27,378.81

Lowest	Lower Q	Median	Upper Q	Highest
8.96	37.11	44.17	51.56	244.47
12,331.88	25,296.84	27,257.72	29,886.42	47,523.31

Inpatient Food Services	Unit	2019/2020	Trend	2018/2019
In-patient food services cost per main meals requested (cost per in-patient meal)	£/meal	7.13	↑	7.07

Lowest	Lower Q	Median	Upper Q	Highest
1.94	3.66	4.49	5.25	15.78

Laundry & Linen	Unit	2019/2020	Trend	2018/2019
Laundry and linen service cost per occupied floor area	£/m <sup>2</sup>	9.32	↑	6.15
Laundry and linen service cost per item	£/item	1.93	↑	1.86

Lowest	Lower Q	Median	Upper Q	Highest
0.00	5.19	8.62	11.43	84.38
0.06	0.33	0.38	0.46	232.90

Portering Services	Unit	2019/2020	Trend	2018/2019
Portering service cost per occupied floor area	£/m <sup>2</sup>	0.00	→	0.00
Portering service cost per WTE	£/WTE			

Lowest	Lower Q	Median	Upper Q	Highest
0.16	9.24	15.56	19.60	41.84
12,875.10	25,119.72	27,502.48	30,557.33	43,106.34

Accommodation	Maple	Stanage	Burbage	Dovedale 2 (when complete)	Dovedale 1	Endcliffe	Forest Lodge Assessment	Forest Lodge Rehab	Forest Close ward 1	Forest Close Ward 1A
Number of Single Bedroom per ward	19	16	16	12	15	10	12	10	8	14
Number of single bedrooms with en-suites per ward	19	16	13	0	1	10	0	1	8	14
Number of WCs per ward (not ensuite)	5	4	3	7	4	1	3	4	2	3
Ratio of WCs to single bedrooms (plus what do the HTMs/HBMs state as the minimum requirement for MH)	1 to 4	1 to 4	1 to 5	1 to 2	1 to 4	1 to 10	1 to 3	1 to 2.5	1 to 2.5	1 to 4.5
Number of bathrooms per ward	2	2	2	5	5	1	3	3	1	1
Number of seclusion rooms per ward	1	1	1	0	0	2	0	1	0	0
Number of previous dormitories per ward – i.e. prior to the creation of single rooms	1	2	2	0	1	0	0	0	0	0

Note excludes: Wainwright Crescent; Firshill Rise ATS; Nursing Homes

Forest Close 2	Forest Close 3	G1	TOTAL
8	8	18	166
8	8	18	116
2	2	5	45
1 to 5	1 to 5	1 to 3.5	
1	1	4	31
0	0	1	7
0	0	0	6

Sheffield Health & Social Care		Gross Floor Area (m2)	51,162	Backlog Summary	£s	Site Location & Description  The reports cover 27 Healthcare sites across the Sheffield area, with various construction methods including brick, block, steel and stone. Buildings range in age from the nineteenth century to 2016.
NHSFT		Net Usable Area (m2)	40,930	Low Risk	£1,181,800	
Various Locations		Building Year	1900 - 2016	Moderate Risk	£4,791,350	
		Total Backlog	£9,924,950	Significant Risk	£3,751,800	
		Total Budget	£4,543,550	High Risk	£200,000	
Survey Date	Nov - Dec 2018	Total Cost (Exc. On Costs)	£14,468,500	Backlog Risk Total	£9,924,950	



**Condition Backlog Maintenance Works**

Total remedial work required for the BUILDING & M&E Elements:

Building	£8,110,800
M&E	£1,814,150
<b>Backlog Total Cost</b>	<b>£9,924,950</b>

**Condition Future Planned Costs for Future Maintenance Works (5 years)**

Total remedial work likely to be required within a 5 year period for the BUILDING & M&E Elements:

Building	£3,588,800
M&E	£954,750
<b>Future Planned Total Cost</b>	<b>£4,543,550</b>

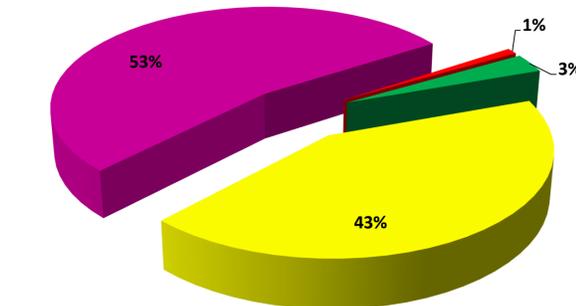
<b>Combined Total Costs</b>	<b>£14,468,500</b>
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<b>Combined Total Costs (Incl. On Costs)</b>	<b>£22,281,490</b>
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The On-costs include for: Contingency, Fees, Prelims, Profit and VAT.

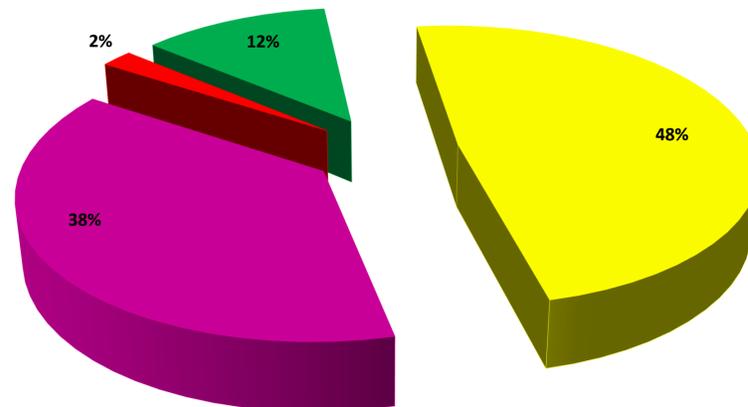
Block Code	Block Name	GIA	Backlog		Budget Costs					TOTAL	Physical Condition Grade
			Year 0 Costs	Year 1 Costs	Year 2 Costs	Year 3 Costs	Year 4 Costs	Year 5 Costs			
001	Albert Terrace Road	645	£67,500	£1,200	£12,000	£0	£0	£20,000	£100,700	C	
002	Argyll House	863	£84,300	£20,500	£25,500	£19,100	£2,500	£17,500	£169,400	C	
003	Charnock Health Primary Care Centre	98	£0	£500	£5,000	£0	£1,000	£6,000	£12,500	B	
004	East Glade Centre	847	£83,350	£28,600	£0	£4,500	£18,000	£84,500	£218,950	C	
005	Edmund Road	903	£28,000	£0	£0	£0	£0	£34,000	£62,000	B	
006	Firshill Rose	1,200	£1,500	£0	£0	£0	£2,000	£100,000	£103,500	A	
007	Fitzwilliam Centre	926	£77,500	£2,500	£14,000	£0	£14,000	£87,500	£195,500	B	
008	Forest Close	1,940	£20,400	£28,200	£91,100	£24,300	£11,000	£126,350	£301,350	B	
009	Forest Lodge	1,403	£65,000	£80,200	£22,000	£62,800	£12,600	£126,900	£369,500	B	
010	Fulwood House	9,796	£2,282,100	£21,500	£195,000	£39,000	£3,500	£231,500	£2,772,600	C	
011	Grenoside Grange	2,969	£431,750	£44,600	£7,500	£26,500	£1,600	£289,650	£801,600	B	
012	Highgate Surgery	241	£29,850	£0	£15,000	£8,500	£600	£32,500	£86,450	B	
013	Lightwood House	2,063	£1,757,450	£45,300	£25,200	£31,500	£106,000	£123,600	£2,089,050	C	
014	Limbrick Centre	884	£173,350	£20,500	£3,000	£4,000	£9,000	£101,700	£311,550	B	
015	Longley Centre	8,530	£2,589,600	£20,000	£56,000	£50,000	£65,000	£124,700	£2,905,300	C	
016	Michael Carlisle Centre	9,613	£1,071,200	£383,750	£15,500	£36,600	£136,500	£444,100	£2,087,650	B	
017	Netherthorpe House	740	£62,600	£15,800	£1,600	£12,000	£5,000	£78,850	£175,850	B	
018	Northlands	934	£83,900	£79,800	£26,600	£0	£1,000	£28,000	£219,300	C	
019	President Park	1,850	£11,200	£6,500	£0	£7,000	£450	£5,300	£30,450	B	
020	Psychiatric Outpatients Accommodation	475	£104,100	£11,000	£0	£25,000	£0	£28,000	£168,100	D	
021	Rivermead Unit	1,098	£44,700	£0	£2,000	£800	£0	£0	£47,500	C	
022	Shepcote Lane	397	£23,200	£7,900	£2,000	£0	£5,000	£10,500	£48,600	C	
023	Sidney Street	300	£5,000	£2,000	£0	£0	£0	£15,500	£22,500	A	
024	St. George's Community Health Centre	1,031	£555,300	£42,100	£1,000	£3,500	£0	£6,500	£608,400	C	
025	Wainwright Crescent	240	£28,000	£4,000	£1,500	£18,100	£0	£9,500	£61,100	B	
026	Wardsend Road	1,057	£183,200	£1,000	£18,000	£10,000	£0	£223,000	£435,200	C	
027	Wilkinson Street	119	£60,900	£0	£0	£0	£0	£3,000	£63,900	C	
<b>TOTAL</b>		<b>51,162</b>	<b>9,924,950</b>	<b>867,450</b>	<b>539,500</b>	<b>383,200</b>	<b>394,750</b>	<b>2,358,650</b>	<b>14,468,500</b>	-	

**Breakdown of Physical Condition Grades based on GIA**



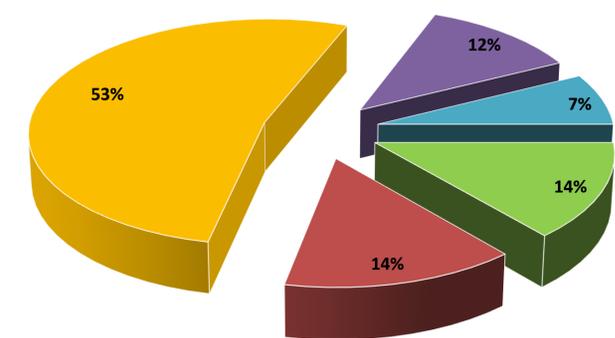
- A - Good. Performing as intended.
- B - Satisfactory. Performing as intended, minor deterioration.
- C - Poor. Exhibiting defects and/or not operating as intended.
- D - Bad. Life expired and/or serious risk of imminent failure.

**Condition Backlog Costs by Risk**



- Low
- Moderate
- Significant
- High

**Condition Cost by Element**



- External Fabric
- Internal Fabric
- Electrical Services
- Mechanical Services
- Roofs

Sheffield Health and Social Care NHS Foundation Trust (SHEFFIELDHEALTH / TA

			<i>i</i>	
Capital schemes	Expected Sign	Estates Key Strategic Projects	15CAP01A	
			Capital Scheme Desc 31/03/2025 5 year plan FREE TEXT	
Capital schemes			<b>Other Capital Schemes</b>	
Capital scheme 1	+		Transport	Phase 1
Capital scheme 2	+		Medical Equipment	Annual A
<b>Estates Capital Schemes</b>				
Capital scheme 3	+	<b>1. LAP's</b>	MCC Dormitories	Scheme in scope
Capital scheme 4	+	<b>1. LAP's</b>	Ligature Anchor Points - Burbage Ward	Costs In
Capital scheme 5	+	<b>1. LAP's</b>	Ligature Anchor Points - Stanage	Costs In
Capital scheme 6	+	<b>1. LAP's</b>	Ligature Anchor Points - Dovedale 1	Costs In
Capital scheme 7	+	<b>1. LAP's</b>	Ligature Anchor Points - Maple	Costs In
Capital scheme 8	+	<b>1. LAP's</b>	Forest Close B3	Doors S
Capital scheme 9	+	<b>1. LAP's</b>	CQC Schemes	Funds to
Capital scheme 10	+	<b>2. HQ</b>	New HQ Refurbishment - 722 PoW	Roll Forv possible Improver
Capital scheme 11	+	<b>2. HQ - Wardsend</b>	New HQ Refurbishment - Wardsend Rd	Residual
Capital scheme 12	+	<b>2. HQ - Wardsend</b>	Data Centre (Wardsend Rd)	Residual
Capital scheme 15	+	<b>3. New Inpatient</b>	ACM II - Best Practice Option E	Project c expected reduced 19 and N
Capital scheme 16	+	<b>3. New Inpatient</b>	Greenside Scheme development	Further c

Capital scheme 16	+	<b>3. New Inpatient</b>	Grenoside Scheme development	Y3 £3m
Capital scheme 17	+	<b>4. Community Hub</b>	Estates Rationalisation (Comm Hub/Rivermead)	Funds to
Capital scheme 18	+	<b>8. Estates Rationalisation</b>	Longley Centre Roof	New Sch
Capital scheme 19	+	<b>8. Estates Rationalisation</b>	Longley Centre - Liason Psychiatry	New Sch
Capital scheme 20	+	<b>9. Statutory Group</b>	Unforeseen Estates Needs (H&S, CQC, etc)	General
Capital scheme 21	+	<b>9. Statutory Group</b>	MCC - Backlog Pipework	Residual
<b>Estates Capital Schemes - Not in Plan</b>				
Capital scheme 20	+	<b>6. En-suites Forest Lodge</b>	En-Suites Forest Lodge	Projecte
Capital scheme 21	+	<b>7. Decant Ward</b>	Decant Ward	Projecte
<b>IT Schemes</b>				
Capital scheme 22	+		New EPR	Possible OBC(Re
Capital scheme 23	+		Data Centre (Wardsend Rd)	Residual
Capital scheme 24	+		General ICT Capex Maintenance	Wifi Proj
Capital scheme 25	+		IMST - ICS	Balance money)
Capital scheme 26	+		Network Engineering	Annual a
Capital scheme 27	+		Other IT Schemes	Scheme:
<b>Gross capital expenditure (including IFRS)</b>	+			<b>Gross ca</b>

PDC Extr

**Total Ca**

### Estates Strategy Projects (Draft) 8/7/21

H)

1. LAPs, green rooms and dorms 2021
2. HQ – try to use an existing facility to reduce capital impact
3. New inpatient - might need a PICU+ older persons campus
4. Community – St Georges, Limbrick, Argyle – ED kitchen (? Wainwright)
5. MHIS expansion – shared facilities with LIFT etc? – revenue
6. En suites – Forest Lodge & Wainwright (Beech)
7. Decant ward - #2-3m
8. Site rationalisation: ? consolidate onto Woodland View / ? sell MCC (pharmacy etc) /build on Longley
9. Statutory compliance and backlog

i	15FYF01	15FYF02	15FYF03	15FYF04	15FYF04	15
<b>5 Year plan Comments</b>	<b>FYForecast</b> <b>31/03/2022</b> <b>Year ending</b> <b>£'000</b>	<b>FYForecast</b> <b>31/03/2023</b> <b>Year ending</b> <b>£'000</b>	<b>FYForecast</b> <b>31/03/2024</b> <b>Year ending</b> <b>£'000</b>	<b>FYForecast</b> <b>31/03/2025</b> <b>Year ending</b> <b>£'000</b>	<b>FYForecast</b> <b>31/03/2026</b> <b>Year ending</b> <b>£'000</b>	<b>FYForecast</b> <b>5 ye</b> <b>£</b>

Electric Fleet Q1 with Phase 2 Q2-3	550	100	0	30	0
Allocation	50	50	50	30	0

Cost increase £500k due to changes	1,526	0	0	0	0
Allocated £2100k Y3 GR	0	2,100	0	0	0
Allocated £3100k , Y1 £500k Y2 £2.6m	500	2,600	0	0	0
Allocated £2700k Y3 £1m Y4 Y1.7m	0	2,700	0	0	0
Allocated £2700k Y3 £1.3m Y4 Y1.4m	0	2,700	0	0	0
Assets Purchased Q2 21/22	250	561	0	0	0
to be allocated. GR reduced to £250k	550	0	0	0	0
ward of Plan with increase relating to increase of Operating Lease -ments ?	1,500	0	0	0	0
Initial costs including Retention	100	0	0	0	0
Initial costs including Retention	50	0	0	0	0
on Hold possible re-design fees d Q4. GR updated profile. Overall value to accommodate Ligature scheme 15- New EPR scheme 25	300	2,650	3,958	14,136	20,000
development of Grenoside site Y2 £2m	100	2,000	3,000	3,000	0

Y4 £4m	100	2,000	3,000	3,000	0
to be allocated.	0	100	1,043	1,250	2,000
Home GR advice	500	0	0	0	0
Home GR advice	350	0	0	0	0
Capital Funds Estates to Advise	762	141	0	250	0
Initial costs of CIR 20/21 Geoff to Advise	200	0	0	0	0
Estimated Spend £1m - £2m	0	0	0	0	0
Estimated Spend £3m - £4m	0	0	0	0	0

Capital Costs Q4 after development of venue Cost)	400	4,200	2,136	0	0
Initial Works Conclude Q2 21/22	151	0	33	297	0
Project Staff Costs ? Q2-4 ?	28	100	100	100	0
carried forward. ICS to advise (Not our	500	0	0	0	0
allocation	42	42	42	0	0
s to be advised.	175	300	450	100	0
<b>Capital expenditure (including IFRS)</b>	<b>8,584</b>	<b>20,344</b>	<b>10,812</b>	<b>19,193</b>	<b>22,000</b>
Internal Funding (Dorm)	-1124				
<b>Capex Excluding ICS schemes</b>	<b>7,460</b>				

SFYF05  
 Forecast  
 Year plan  
 £'000

680  
 180

9191424

1      2      3      4      5

1,526  
 2,100  
 3,100  
 2,700  
 2,700  
 811  
 550  
 1,500  
 100  
 50  
 41,044  
 8 100

1526 LAP

2100

3100 HQ

2700

2700

811

1526

500

2100

550

250

2600

550

2700

1500

2700

2826

561

100

10661

2826

50

13487

41136

8100

0,100	
4,393	4393
500	500
350	350
1,153	1153
200	200
0	
0	
	70969

6,736
481
328
500
126
1,025
80,933



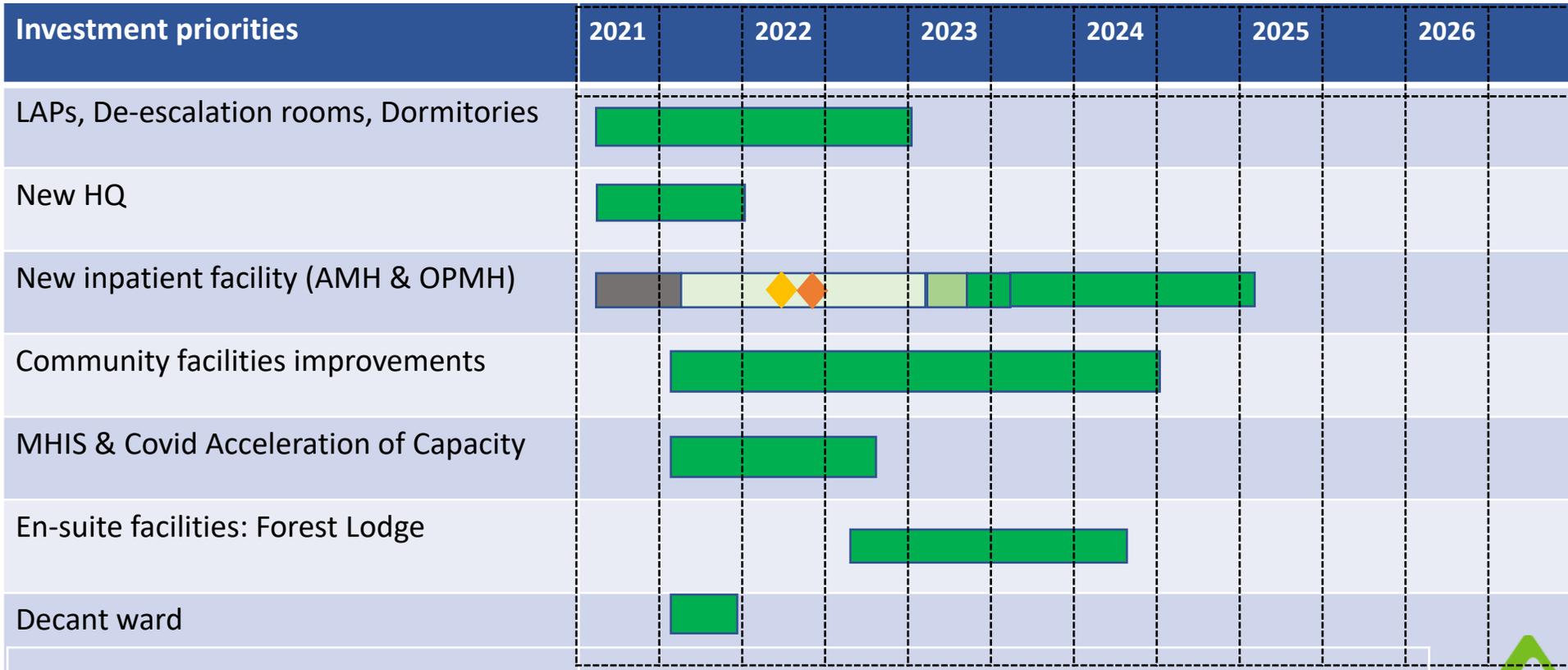
# Sheffield Health and Social Care

NHS Foundation Trust



SITE NAME	ADDRESS	BUILDING CONTACT
ALBERT TERRACE ROAD	ALBERT TERRACE ROAD S6 3BR	MARK ADAMS
ARGYLL HOUSE	9 WILLIAMSON ROAD, S11 9AR	IMOGEN THOMPSON
CENTRAL HEALTH CLINIC	1 MULBERRY STREET, S1 2PJ	SUE HALL
CHARNOCK HEALTH PRIMARY CARE CENTRE	WHITE LANE, GLEADLESS, S12 3GH	JULIE COAKLEY
DARNALL PRIMARY CARE CENTRE	290 MAIN ROAD, DARNALL, S9 4QH	NICOLA SIMPSON
EASTGLADE	1 EASTGLADE CRESCENT, S12 4QN	JOANNE CROSS
EDMUND ROAD	7 EDMUND ROAD, S2 4AE	LOUISE JORDAN
FIRSHILL RISE	32 FIRSHILL RISE, S4 7BW	DENISE LINDLEY
FITZWILLIAM CENTRE	141-149 FITZWILLIAM STREET, S1 4JP	DEBBIE RHODES
FOREST CLOSE	5 FOREST CLOSE, S35 0JW	JANET FURNISS
FOREST LODGE	5 FOREST CLOSE, S35 0JW	HENRY HARRISON
FULWOOD HOUSE	OLD FULWOOD HOUSE, S10 3TH	JOAN PALMER
GRENSIDE GRANGE	SALT BOX LANE, S35 8QS	JANE MYERS
HIGHGATE SURGERY	HIGHGATE, TINSLEY SHOPPING CENTRE, S9 1WN	DEBORAH EDGE
JORDANTHORPE MEDICAL CENTRE	1 DYCHE CLOSE, DYCHE LANE, S8 8DJ	NICOLA SIMPSON
LIGHTWOOD HOUSE/WOODLAND VIEW	LIGHTWOOD LANE, S8 8BG	JOAN PALMER / JAMES SHERWIN
LIMBRICK CENTRE	LIMBRICK ROAD, S6 2PE	TRACY STANILAND
LONGLEY CENTRE	NORWOOD GRANGE DRIVE, S5 7JT	SHARON MAWKES
MICHAEL CARLISLE CENTRE	75 OSBORNE ROAD, S11 9BF	SHARON MAWKES
NETHERTHORPE HOUSE	NETHERTHORPE ROAD, S3 7EZ	TRACY STANILAND
NGH PORTAKABIN 035	NORTHERN GENERAL HOSPITAL, S5 7AU	JULIE SHELDON
NGH PORTAKABIN 036	NORTHERN GENERAL HOSPITAL, S5 7AU	JULIE SHELDON
NORTHLANDS	NORTHLANDS ROAD, S5 8BE	JOANNE CROSS
PRESIDENT PARK	UNIT 1, PRESIDENT WAY, S4 7UR	CONTACT ESTATE SERVICES
LONGLEY MEADOWS	NORTHERN GENERAL HOSPITAL, S5 7AU	CONTACT ESTATE SERVICES
SHEPCOTE LANE	SHEPCOTE LANE, S9 1US	JOAN PALMER
SIDNEY STREET	42-44 SIDNEY STREET, S1 4RH	SID WHIFFEN
ST. GEORGES COMMUNITY HEALTH CENTRE	WINTER STREET, S3 7ND	DIANE ALLEN
WAINWRIGHT CRESCENT	48 WAINWRIGHT CRESCENT, S13 9PQ	TRACY ROBINSON
WARDSEND ROAD	45 WARDSEND ROAD NORTH, S6 1LX	CONTACT ESTATE SERVICES
WILKINSON STREET	30 WILKINSON STREET, S10 2GB	ANITA RUDGE
01 January 2020	JAMES CLARKE 0114 271 1890	VERSION 1.3.0

# Estate Strategy Timeline 2021 - 2026



Site rationalisation will be informed by the outcome of the new inpatient facility option appraisal & FBC.



# SHSC Green Plan - Sustainability and Environmental Issues

