

# Estates Strategy Review

Trust Board

Wednesday 27 July 2022



# Our Estate Strategy 2021/22 - 2025/26



## Our Vision

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

## Trust Strategic aims

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

*“fit for purpose buildings that provide a healing environment”*

## Supporting the delivery of



## Our Clinical and Social Care Strategy



### Estates Strategy principles

- ✓ Good condition
- ✓ Suitable for changing service needs
- ✓ Healing environment
- ✓ Environmentally sustainable
- ✓ Accessible for local people
- ✓ Affordable

## Investing in environments that support wellbeing

<p><b>1</b> DIGNIFIED SAFE WARDS</p>	<p><b>2</b> NEW HEAD QUARTERS</p>	<p><b>3</b> NEW ACUTE HOSPITAL SITE</p>
<p><b>4</b> COMMUNITY FACILITIES</p>	<p><b>5+6</b></p> <ul style="list-style-type: none"> <li>✓ 100% Ensuite rooms</li> <li>✓ Modular buildings</li> </ul>	<p><b>7</b> COMPLIANCE &amp; BUILDING STANDARDS</p>
<p><b>8</b> IMPROVED ESTATE KPIs &amp; MANAGEMENT</p>	<p><b>9</b> RIGHT PEOPLE, RIGHT SKILLS</p>	<p><b>10</b> VALUE OF SHARED BUILDINGS</p>

## ➤ SHSC Estate Strategy 2021 - 2026

1. Investment one – ligature anchor points, & single rooms
  2. Investment two – new HQ
  3. Investment three – new acute wards
  4. Investment four – better community facilities
  5. Investment five – en-suite bathrooms
  6. Investment six – modular decant ward?
  7. Investment seven – compliance, risk and backlog maintenance
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1. Enabling project one – estates metrics / KPIs
  2. Enabling project two – review capacity & capability
  3. Enabling project three – third-party leases

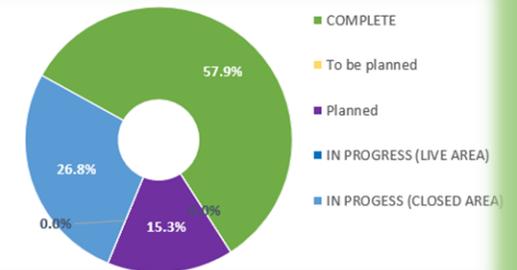
# ➤ 1. Ligature anchor points, & single rooms



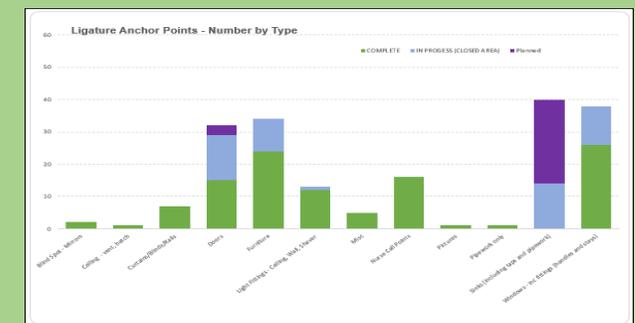
- Ligature Anchor Point Removal – 84.7% complete
- Burbage ward re-opens September 2022
- Refurbish Stanage from October 2022 for 6 months
- Refurbish Maple from April 2023 for 6 months,
- Capital bid submitted 24 June 2022 £2m for a new 136 suite
- **Key Risk – capital availability, pace**

## LAP Removal Progress 17/06/2022 – Section 29a

% Status of Ligature Anchor Points (Total Number)



## LAP Removal Progress: items



## ➤ 2. New HQ & Fulwood Site Disposal



### 1. New HQ – occupy from 27 July 2022

- Centre Court occupied from 27 July
- Distington House occupied from 15 August
- Training locates to Hawthorne & Chestnut



### 2. Fulwood Site – vacate from mid September 2022

- Reserve matters planning application in July 2022
- Asbestos survey and demolition of tower block 2022

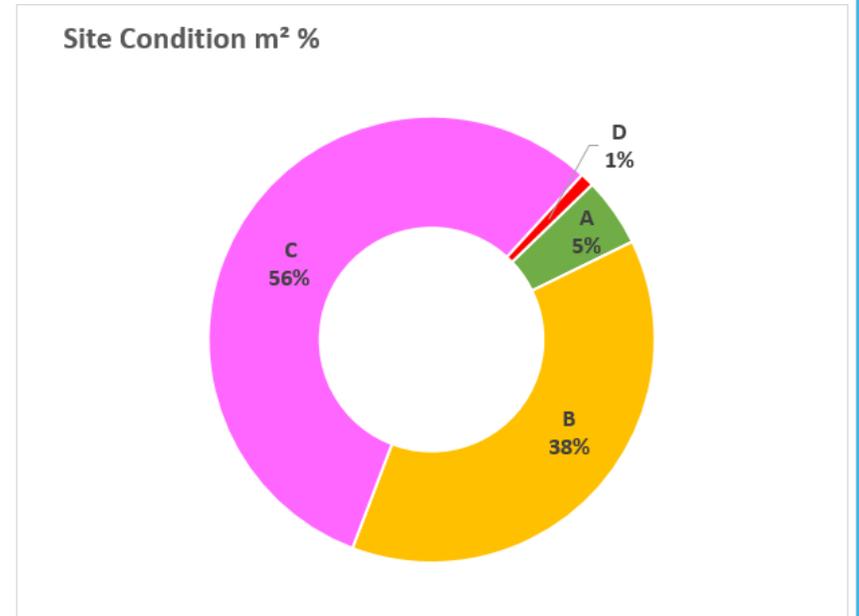
## ➤ 3. New Acute Wards ✓

- 3 Expression of Interest submitted November 2021
- Health Planner Report completed March 2022
- Draft Strategic Outline Case (SOC) in development for Sept/Oct 2022
- Review of whether we require 4 single gender wards, undertaken
- Seclusion reviewed and de-escalation approach supported to inform future design
- **Key Risk – capital availability / political instability / pace**

## ➤ 4. Better Community Facilities ✓

### Community Project Priorities 2022:

- St Georges (C) – business case summer 2022 :  
Westfield Terrace site (A / B)
- AOT – September 2022 (Wainwright B)
- CFT – September 2022 (Wainwright B)
- IAPT / PCMH – LIFT buildings and primary care (A / B)
- Liaison Psychiatry (D) move to Longley Centre (C) 2022
- Planning for community locations for next 5 years



56% of the SHSC estate is in condition C.  
We need to get to condition B.

**Key Risk – revenue affordability and capitalisation of leases & pace  
– need to improve space utilisation: Longley Meadows, Longley Centre, Woodland View**

## ➤ 5. En-suite Bathrooms

### Wainwright Crescent

- Relocated service in June 2022 to Beech on the Woodland View site.
- 100% single room en-suite accommodation
- Two single gender bedroom wings.

### Acute Wards

- Improved access to en-suite bathrooms as part of the ward refurbishment
- Not yet at 100%, until new build is in place.

### Forest Lodge

- 10 single room, single gender accommodation for men.
- A sink in each room but no en-suite bathrooms
- Long term service plan being explored to test viability and potential options for site expansion.
- **Risk - not in 5-year capital plan.**

## ➤ 6. Modular Decant Ward

May still be required for decant purposes when new acute and older people's wards are underway.

To be confirmed at SOC / planning stage.

**Key Risk – revenue risk - potential for increased or contracted out of area placements when new build is underway, unless we have sufficient local capacity.**

# ➤ 7. Compliance, Risk & Backlog Maintenance ✓

Estates KPI Compliance Dashboard June 2022.

## Statutory Compliance Audit Tool

Section	Compliance Score						
1	92%	10	88%	19	78%	28	N/A
2	75%	11	100%	20	93%	29	100%
3	50%	12	83%	21	75%	30	33%
4	95%	13	69%	22	N/A	31	25%
5	100%	14	N/A	23	63%	32	65%
6	80%	15	75%	24	40%	33	70%
7	46%	16	80%	25	75%	34	N/A
8	19%	17	81%	26	48%	35	25%
9	100%	18	75%	27	N/A	36	75%

Compliance Ranking	
	>=75%
	25% to 75%
	<=25%

Overall Compliance Score **70%**

**Key Risk Area – backlog maintenance, especially roofs.**

**– tracking backlog capital costs against 5-year capital plan**

**– estimated Backlog Maintenance £14.50m**

Last Month 64%

### Red Compliance Scores Overview

Section	Score	Score	Overview	Responsible Person
8	19%	<b>Dangerous Substances &amp; EA 2002</b>	Score agreed as correct at review with H&S Team	DA
7	46%	<b>COSHH Regulations</b>	Score agreed as correct at review with H&S Team	SC
31	25%	<b>Window Security</b>	Record incomplete at audit date	MG
35	25%	<b>Roller Shutter Doors</b>	Error in spreadsheet (all now checked) previously 100% requires contract review.	MG

## ➤ Enabling Project 1 – Estates Metrics & KPIs

Subject	Target %	Number Logged	Attended on time	Attended Not on time	% On Time April 22	% On Time March 22	Trend
Stat PPM Jobs	100%	140	97	43	69%	75%	
Non Stat PPM		151	84	67	56%	N/A	N/A
Reactive Jobs SLA A	100%	4	4	0	100%	100%	
Reactive Jobs SLA B	85%	108	102	6	94%	100%	
Reactive Jobs SLA C	65%	251	170	81	68%	69%	
Minor Works	100%	11	11	0	100%	100%	

Subject	Number Logged	% Complete	% Incomplete	% Last Month	Source
Fire Alarm Tests	103/112	92	8	95.1	Fire Safety Team
Generator Tests	18	100%	0%	100%	Helpdesk Planet Data
PAT Testing	Complete	100%	None Due	100%	Contractor Data
Fire Alarm Activations	8	0 to FB	N/A	2 to FB	Ulysses Data
Soft FM Cleaning Audits	12	100%	0%	100%	Hotel services

# ➤ Enabling Project 2 - Capacity & Capability Review



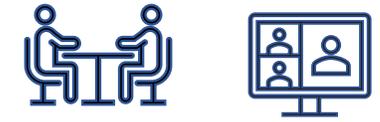
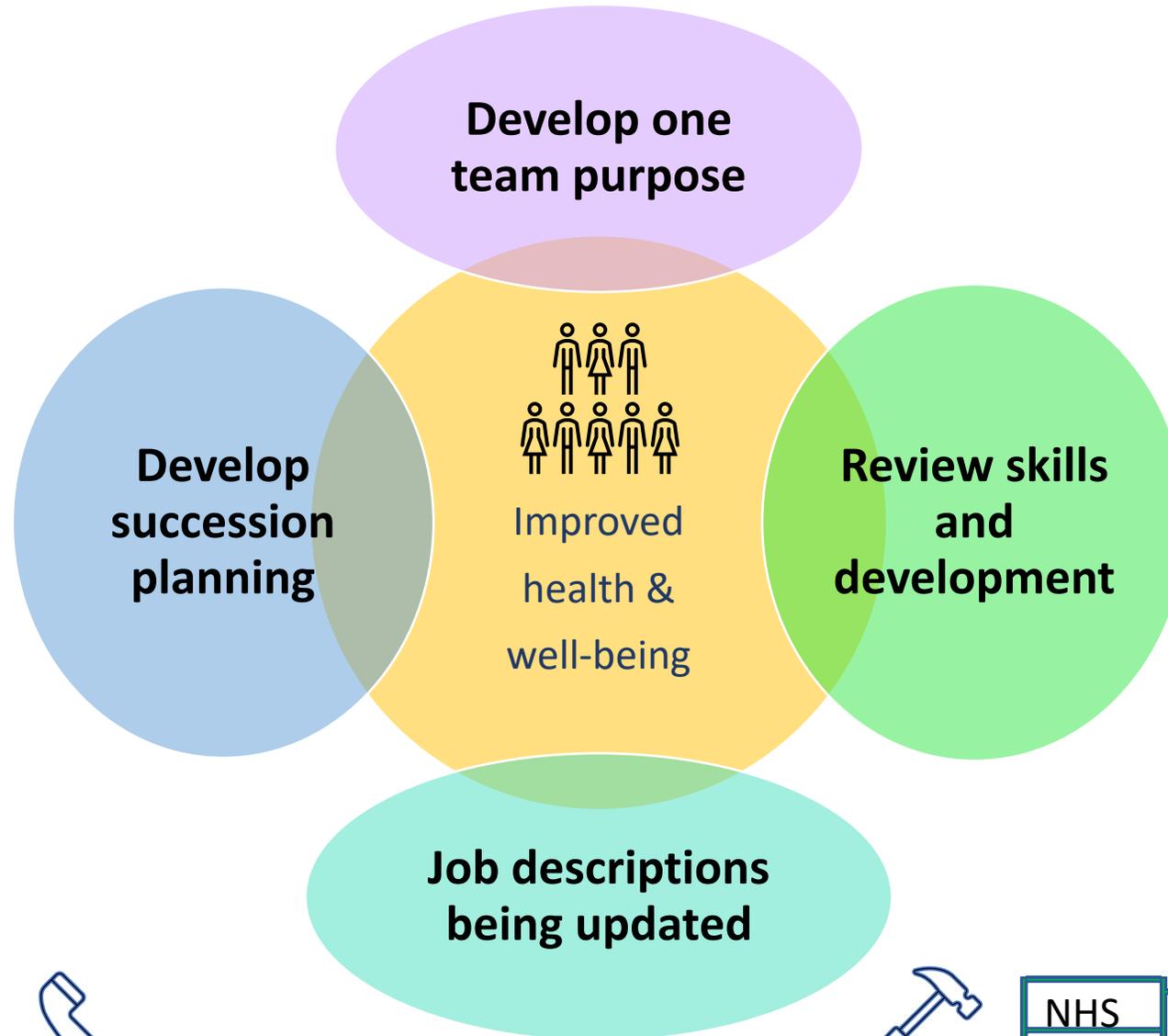
## Key changes in leadership team :

Capital Projects – May

Facilities, Transport & Switchboard – June

Housekeeping, catering - September

Estates Maintenance – December



## Individual & Team Supervision:

- improved from 12% in March 2021
- to 85% in May 2022.



## ➤ Enabling Project 3 - Third-party leases



Reviewing SHSC accommodation used by third parties.

May be required to support our Community Facilities Programme  
e.g.:

STH leases of:

- Lightwood House
- ARC at MCC site

STH have already been notified of potential 12 month notice period for Lightwood House

**Key Risk Area – revenue risk, we may not maximise the opportunity presented by our own estate**

**Thank you**

**Questions.....**