

# The role of the NHS

**“The NHS belongs to the people.**

**It is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and when we cannot fully recover, to stay as well as we can to the end of our lives.**

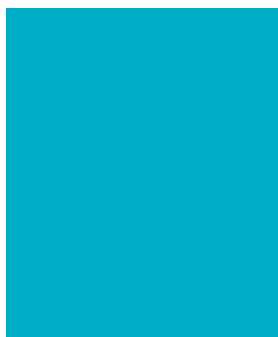
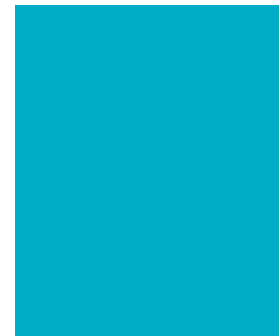
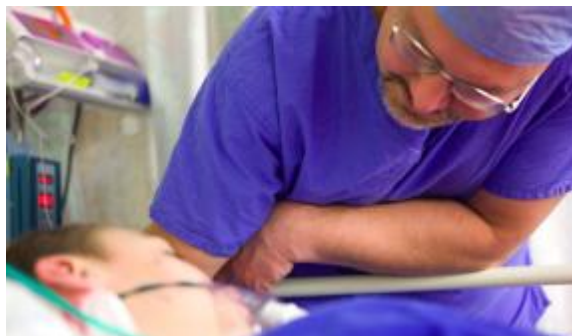
**It works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health.**

**It touches our lives at times of basic human need, when care and compassion are what matter most.”**

# About NHS England

and the role of the

## National Support Centre's Project Appraisal Unit



# Establishment of NHS England

## **Stage 1** **Oct 2011 to Oct 2012**

Special Health Authority

- Preparatory work
- Took over some NPSA functions

## **Stage 2** **Oct 2012 to April 2013**

Executive non-departmental  
public body

- NHS Commissioning Board
- CCG authorisation
- Planning for 2013/14

## **Stage 3** **April 2013 onwards**

Non-departmental public body

- NHS England
- Fully operational
- SHAs & PCTs disestablished
- Took on full statutory responsibilities

# The role of NHS England

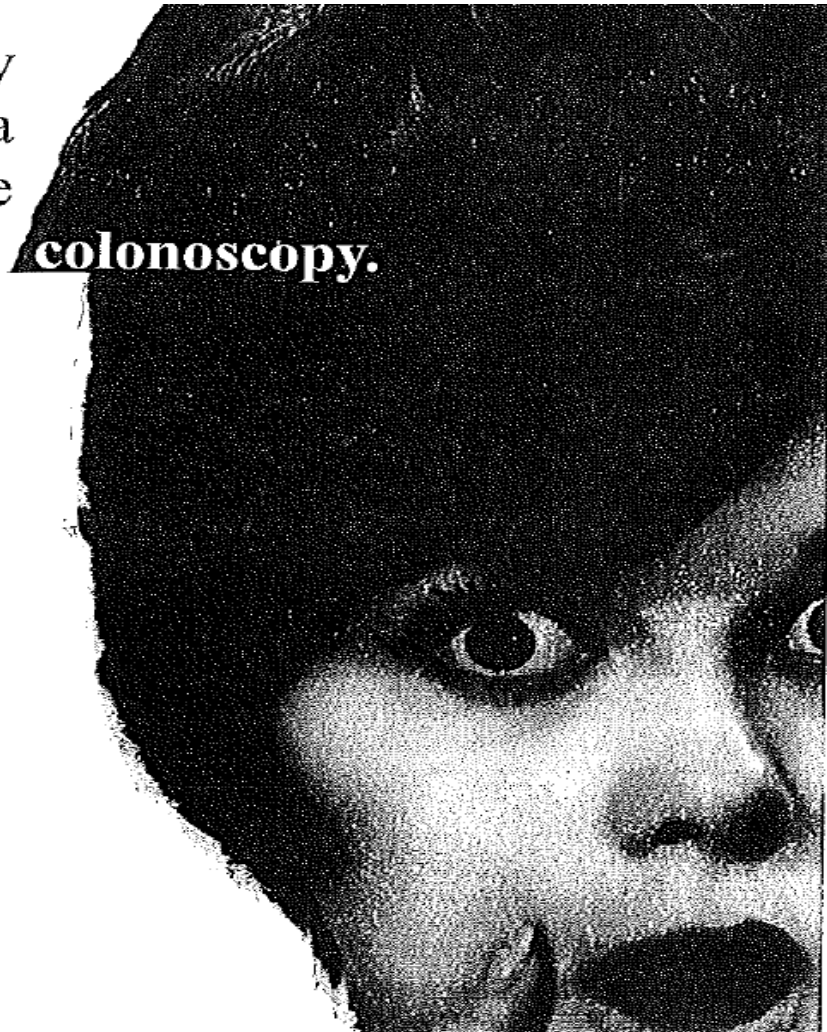
- Patient-focused, clinically-led organisation to improve outcomes for patients / uphold the principles and values of the NHS Constitution
- Responsibility for commissioning services from Clinical Commissioning Groups (CCGs)
- Supports CCGs to commission services on behalf of their patients
- Allocates resources



# Getting the message across

Nurse Betty had never fully grasped the importance of a clean scope until the day she was scheduled for her own **colonoscopy.**

.....would you be happy for a loved one to be cared for by your organisation in your facilities?



# NHS England structure

- **National support centre :**
  - Leeds and London
- **Four regions:**
  - clinical and professional leadership
  - co-ordinating planning
  - operational management and emergency preparedness
- **Area Teams:**
  - support and develop CCGs
  - assess / assure performance
  - manage / cultivate local partnerships / stakeholder relationships



# Area Teams (AT's)

- Local arms of NHS England with local staff working across geographical areas

<b>North England</b>	<b>9</b>
<b>Midlands &amp; East England</b>	<b>8</b>
<b>London</b>	<b>3</b>
<b>South England</b>	<b>7</b>

- Area Team core functions
  - Clinical based estate strategies
  - CCG development and assurance
  - emergency planning, resilience and response
  - quality and safety partnerships
  - configuration / system oversight



# Commissioning Support Units (CSU's)

- NHS supplied commissioning support services
- Services include;
  - Business support (HR, payroll, procurement , legal services, IMT)
  - Business intelligence (data management, validation, integration, storage link to other data sets)
  - Clinical healthcare procurement (market engagement, analysis, development, procurement strategy / management)
  - Not estates but possibly related e.g. IT systems





# Clinical Commissioning Groups (CCG's)

- Replaced PCT's for commissioning /funding care (31 March 2013)
- Comprise local groups of doctors (mainly GPs)
- Responsibility for about 80% / £60bn of NHS funds
- CCGs make decisions:
  - to improve the value from NHS investment
  - services clinically-led and rooted to patient / community needs.
  - lead on safety



# So what about the NHS England Project Appraisal Unit!

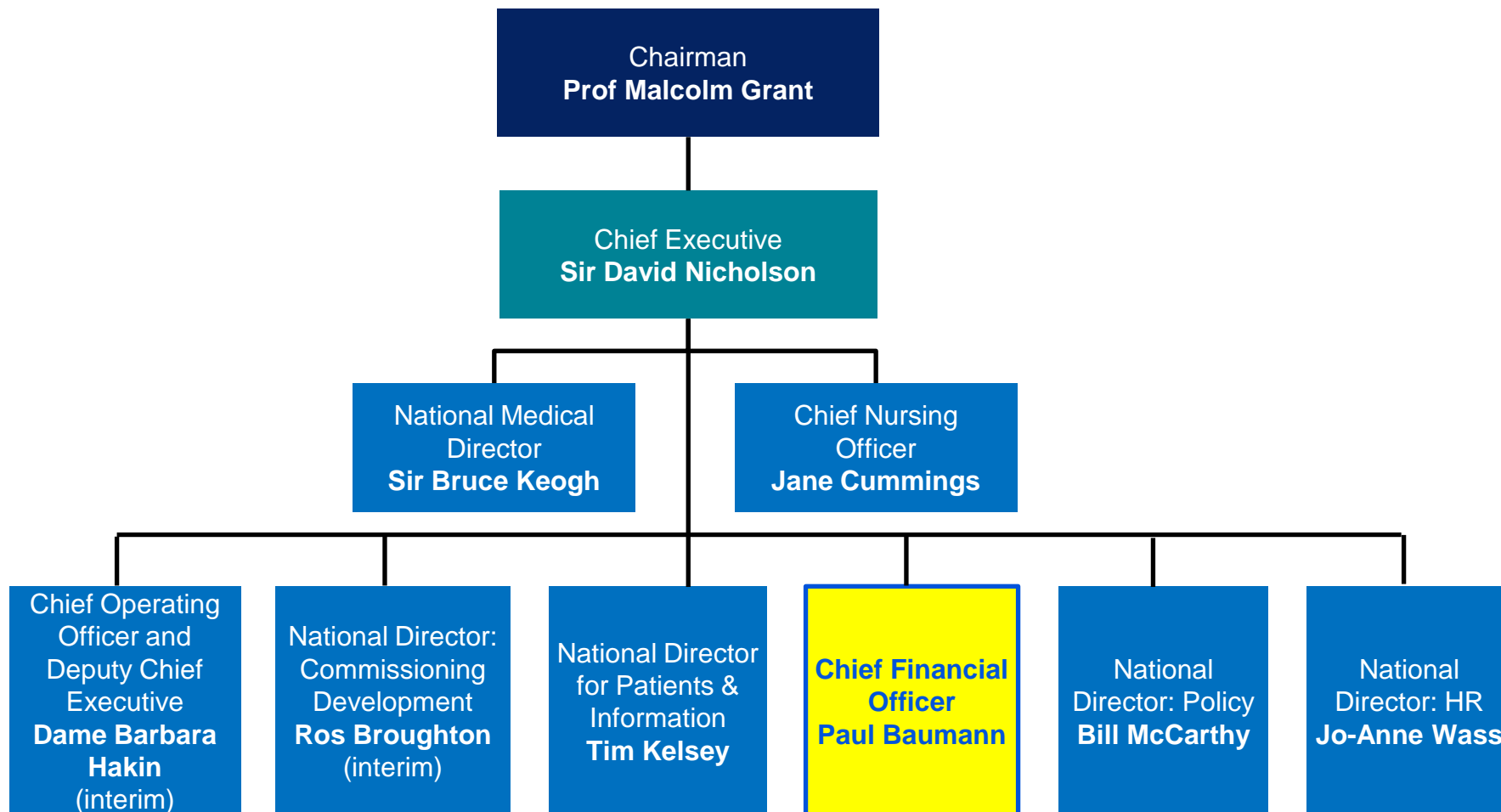
# Project Appraisal Unit. 1

- Important oversight and advisory role in relation to BC approvals by NHS England
- Team of 12 capital investment and estates professionals
- Capital investment advisors (regionally based)
- Strategic Estates Managers(national focus)
- Provide support to NHS England (National Team, Area Teams, Regional Teams, Commissioning Support Units)
- Develop 'right first time' Business Case submissions / 'once only' assurance process to approval decisions
- May be involved in wider estates related issues (premises quality and safety)

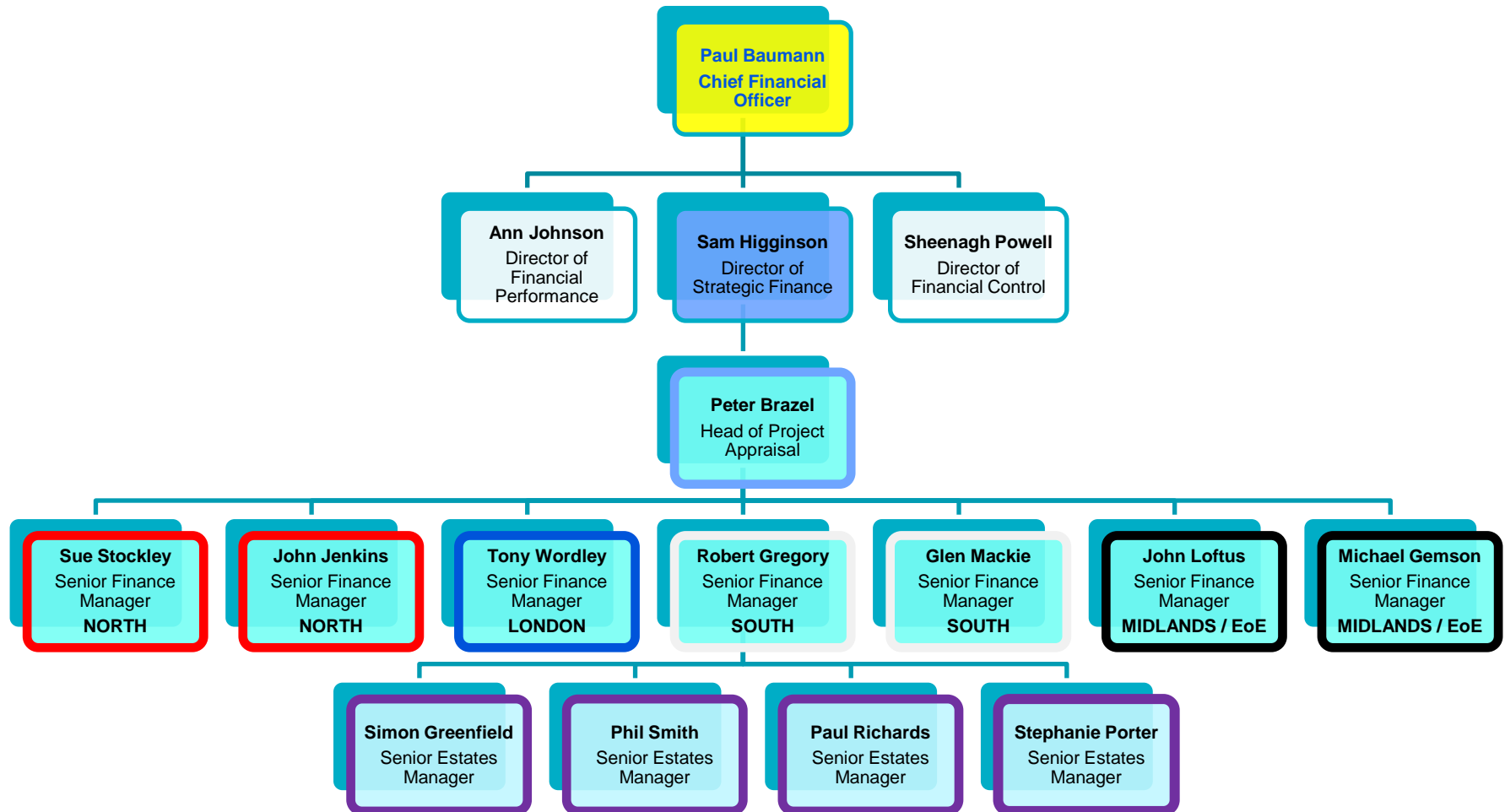
# Project Appraisal Unit .2

- PAU has a broad approvals remit (capital and revenue) for;
  - new and replacement healthcare facilities and clinical equipment
  - new and replacement administrative facilities and non-clinical equipment
  - new and replacement clinical information systems and non- clinical information systems
  - property transactions / disposals where these require qualified 'commissioner support'

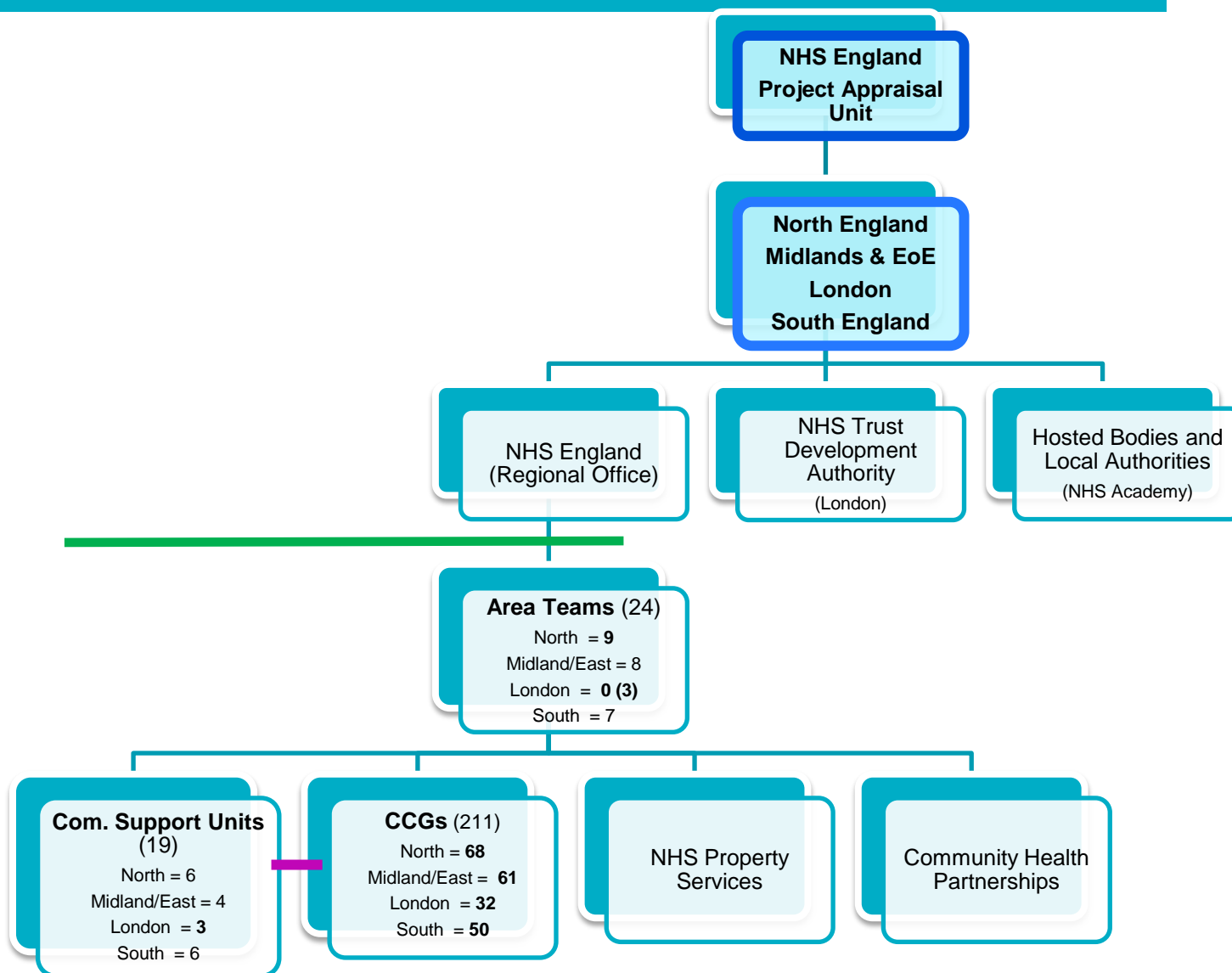
# NHS England Directors



# Project Appraisal Unit structure



# Project Appraisal Unit (communication)



# Good lines of communication are essential

## NHS England: Project Appraisal Unit (Estates)

The NHS England national Project Appraisal Team sits under Sam Higginson in Strategic Finance, and is led by Peter Brazel.

The team has an important oversight and advisory role in relation to Business Case approvals by NHS England. It comprises a team of 12 experienced capital investment and estates planning professionals who are available to provide support to officers of NHS England within Area Teams, Regional Teams, the National Team, and to Commissioning Support Units – to enable development of 'right first time' Business Case submissions, and to pilot these through a 'once only' assurance process to appropriate approval decisions.

The capital investment advisors are regionally based, whilst the strategic estates function has a national focus, and may also become involved in some wider estates related issues, including premises quality and safety. Collectively the team possess a specialised set of skills, knowledge and experience, and work collaboratively to ensure the most effective and efficient service to Business Case sponsors and NHS England approving authorities.

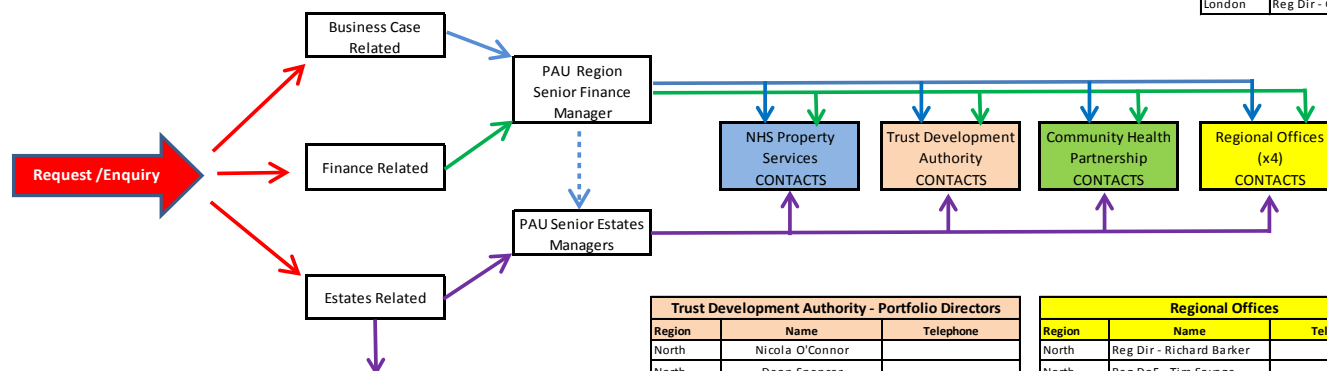
Covering a broad remit under the heading of 'Business Case approvals', the work of the team will focus on Business Case propositions (both capital and revenue) for:

- new and replacement healthcare facilities and clinical equipment;
- new and replacement administrative facilities and non-clinical equipment;
- new and replacement clinical information systems and non-clinical information systems.

It will also extend to review of Business Cases for property transactions / disposals, and significant provider trust investments where these require qualified 'commissioner support' to new capital infrastructure that has long term revenue resource implications for the local health economy.

NHS Property Services		
Region	Name	Telephone
North	Reg Dir - Kathryn Berry	
North	Reg H of F -	
Mid/EoE	Reg Dir - Martin Royal	
Mid/EoE	Reg H of F - Stuart Greenacre	
South	Reg Dir - James Wakeham	
South	Reg H of F - Chris Brookes	
London	Reg Dir - Tony Griffiths	
London	Reg H of F - Matthew Bryant	

Community Health Partnerships		
Region	Name	Telephone
North	CFO and Sen Reg Dir - Mark Day	
North	Reg Dir - Mike Chambers	
North	Reg Dir - Martin Rooney	
Mid/EoE	Sen Reg Dir - Dr Sarah Raper	
Mid/EoE	Reg Dir - James Wood	
South	Sen Reg Dir - Neil McElduff	
South	Reg Dir - Antek Lejk	
London	Sen Reg Dir - Neil McElduff	
London	Reg Dir - Graham Spence	



Trust Development Authority - Portfolio Directors		
Region	Name	Telephone
North	Nicola O'Connor	
North	Dean Spencer	
Mid/EoE	Jeff Worrall	
Mid/EoE	Kathryn Blackshaw	
South	Jim Lusby	
South	Lisa Manson	
London	Alastair Finney	
London	Andrew Hines	

Regional Offices		
Region	Name	Telephone
North	Reg Dir - Richard Barker	
North	Reg DoF - Tim Savage	
Mid/EoE	Reg Dir - Dr Paul Watson	
Mid/EoE	Reg DoF - Rachel Hardy	
South	Reg Dir - Andrea Young	
South	Reg DoF - Charlotte Moar	
London	Reg Dir - Dr Anne Rainsber	
London	Reg DoF - David Slegg	

### Estates Functions NHS EnglandPAU

- 1 Business Case Support
- 2 Premises Assurance
- 3 Environment Quality and Safety
- 4 Intervention
- 5 Information dissemination
- 6 Strategic Estates Planning
- 7 Sustainable Development
- 8 Policy and Guidance



# Delegated limits

Financial Value of the Capital Investment or Property Transaction (excluding ICT)	Approval Authority
Commitments up to £3m	NHS England Chair or Chief Executive or Chief Finance Officer
Commitments of £3m to £10m	NHS England Finance & Investment Committee
Commitments of £10m to £50m	NHS England Board
Commitments of £35m to £50m	NHS England Board (after consultation with HMT via DH)
Commitments over £50m	NHS England Board, then DH and then HMT.

## Business Case proforma for investment up to £3m

- The majority of business case propositions will include capital investments of less than £3m.
- Intention schemes <£1m. will be scheduled as 'small scale investments' for consideration and batched approval as part of annual capital planning.
- Schemes from £1m - 3m will be individually progressed using a fast track single submission proforma
- Business Case approvals guidance will provide links to these proforma and the PAU will be able to provide advice and support on use of these approaches.

# Clinical commissioning and estate strategies

- NHS England Business Case approvals process assumes:
  - Area Teams will lead / have understanding of strategic commissioning priorities which will drive estate strategy and underpin an agreed capital investment.
  - Strategies will be reflected in capital pipeline and prioritisation process in future years.
  - Area Teams in the position of being the informed client opposite the property services provider?

# GP schemes?

- If GP business case relates purely to reimbursement of revenue in relation to own costs of business accommodation
  - not captured by the delegated limits for capital investment approval.
  - dealt with under Area Team's delegated limit for clinical services (AT's have significant delegated authority to agree revenue reimbursement)
  - Area Team Primary Care Commissioning and Finance Teams will take responsibility for assuring in accordance with national policy.
- GP sponsored scheme which include requirement to access capital require a prioritisation decision by NHS England (automatically triggers requirement for Business Case in accordance with the NHS England scheme of delegation direct involvement of the PAU in supporting the process)

# Approvals?

- Currently at an advanced stage of development, building on the new delegated limits.
- Maps out a process for development, assurance, appraisal and approval of capital investment proposals.
- This approach is designed to support the principles of 'right first time' and 'once only'.
- Expected that a final version will be produced by the end of June and published July / August 2013 (Gateway etc)

- Five case model format retained
- PAU finance and estates ‘intelligent checklists’ (back up information)
  - Commissioner / Local Stakeholder / NHS England regional support
  - Premises Assurance?
  - “No deviation without explanation”
  - Procurement options (P21+, LIFT / PFI other)
  - Govt. Construction Strategy savings (14% - 15% - construction)
  - Building Information Modelling (BIM) Govt. mandate
  - BREEAM (SDP?)
  - Design Quality Indicator (DQI Health / AEDET – ASPECT)
  - Gateway review
  - Mixed sex
  - BIS PUBSEC / Location factors
  - Space for Health / guidance / evidence base



# About NHS England

and the role of the

## National Support Centre's Project Appraisal Unit

