HSE Capital & Estates Strategy

Implementation Plan

Property

Management

Strategy

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1. Capital and Estates Strategy

1.1 Introduction

The HSE Capital and Estates Strategy 2022-2050 (''*The Strategy''*) sets the direction for the future management, development, and investment of the healthcare estate in Ireland. It is a vital enabler to provide safe high-quality healthcare infrastructure to support current and future service needs. The Strategy also seeks to transform the existing estate by achieving net zero emissions no later than 2050.

The Strategy includes:
- The current estate and its associated challenges.
- Key Drivers for Change.
- The desired 2050 estate "end-state" and associated benefits.
- Six Strategic Objectives, set out below, with associated deliverables to achieve the desired end state.

Strategic Objective 1	Strategic Objective 2	Strategic Objective 3
Develop an estate that is net carbon zero no later than 2050	Deliver a framework for estate investment decisions established by population health-based demand & estate capacity analysis	Develop the National Estates Information System to enable data-driven asset management systems & progress digital technologies to support informed capital investment decisions
Strategic Objective 4	**Strategic Objective 5**	**Strategic Objective 6**
Optimise funding by developing robust scenario planning and modelling systems	Adopt innovative approaches to procurement, design and construction delivery across a programme of works	Invest in Capital and Estates Workforce

Figure 1. Six Strategic Objectives

As set out in the Strategy, the Programme of work to implement the Strategy (the Programme) will be a multi-year, sustained Programme 2022-2050 (with five yearly reviews) that requires significant investment in terms of time and resources. Successful implementation will be achieved by adopting a national, programmatic approach to delivery, with implementation plans which are monitored, interdependencies tracked, and risks managed and mitigated. In addition, a robust governance structure, with associated Government level support, international expertise and inter-departmental collaboration (e.g.: Department of Health and the Department of Public Expenditure and Reform) is required to deliver a programme of this scale and importance.

Key Principles for Implementation include:
- Robust Governance
- A Programmatic Approach
- Data Driven Decision Making
- Stakeholder Engagement
- Periodic Review

The following sections set out key details of the Implementation Plan including programme governance, structure, workstreams, deliverables and timelines.

2. Programme Governance

2.1 Governance Overview

Implementation of the Strategy will be overseen by a **Steering Group** chaired by the Chief Strategy Officer, who will report to the Executive Management Team, Audit and Risk Committee and Board of the HSE on progress, issues and risks.

A **Programme Management Office**, led by a Programme Manager, will be responsible for driving implementation; providing project management support to the Programme and its workstreams; co-ordinating and overseeing implementation of deliverables; reporting on progress, tracking issues and risks and ensuring escalation as necessary.

Five Workstreams will be responsible for the delivery of the Strategy's 6 Strategic Objectives. They are:

- Workstream 1 Taking Climate Action – responsible for delivering Strategic Objective 1: *Develop an estate that is net carbon zero no later than 2050.*

- Workstream 2 Strategic Investment Planning – responsible for delivering Strategic Objective 2: *Deliver a framework for estate investment decisions established by population health-based demand & estate capacity analysis;* and, Strategic Objective 4: *Optimise funding, informed by robust scenario planning and modelling.*

- Workstream 3 Technology Data and Insights – responsible for delivering Strategic Objective 3: *Develop National Estates Information Systems (NEIS) to enable data-driven asset management & progress digital technologies to support informed capital investment decisions.*

- Workstream 4 Building for the Future of Health – responsible for delivering Strategic Objective 5: *Adopt innovative approaches to the design, procurement and construction delivery of the estate.*

- Workstream 5 Developing our People and Capabilities – responsible for delivering Strategic Objective 6: *Invest in Capital and Estates Workforce.*

Each workstream will be assigned a **Workstream Lead**, with overall responsibility for implementation of the deliverables outlined in the Strategy relevant to their workstream. The Workstream Leads will be supported by a **Working Group** comprising of individuals with the necessary skills, knowledge and expertise to work with stakeholders and implement Workstream Deliverables.

Each workstream will be supported by project managers (where required) and external subject matter experts with relevant expertise to support and provide leading practice thinking.

More detailed information on each workstreams Objectives and associated deliverables are contained in section 3.2 and Appendix A.

2.2 Programme Structure

The proposed programme structure is set out below to support the delivery, management and oversight of the Programme. Programme role and responsibilities are set out in Appendix B.
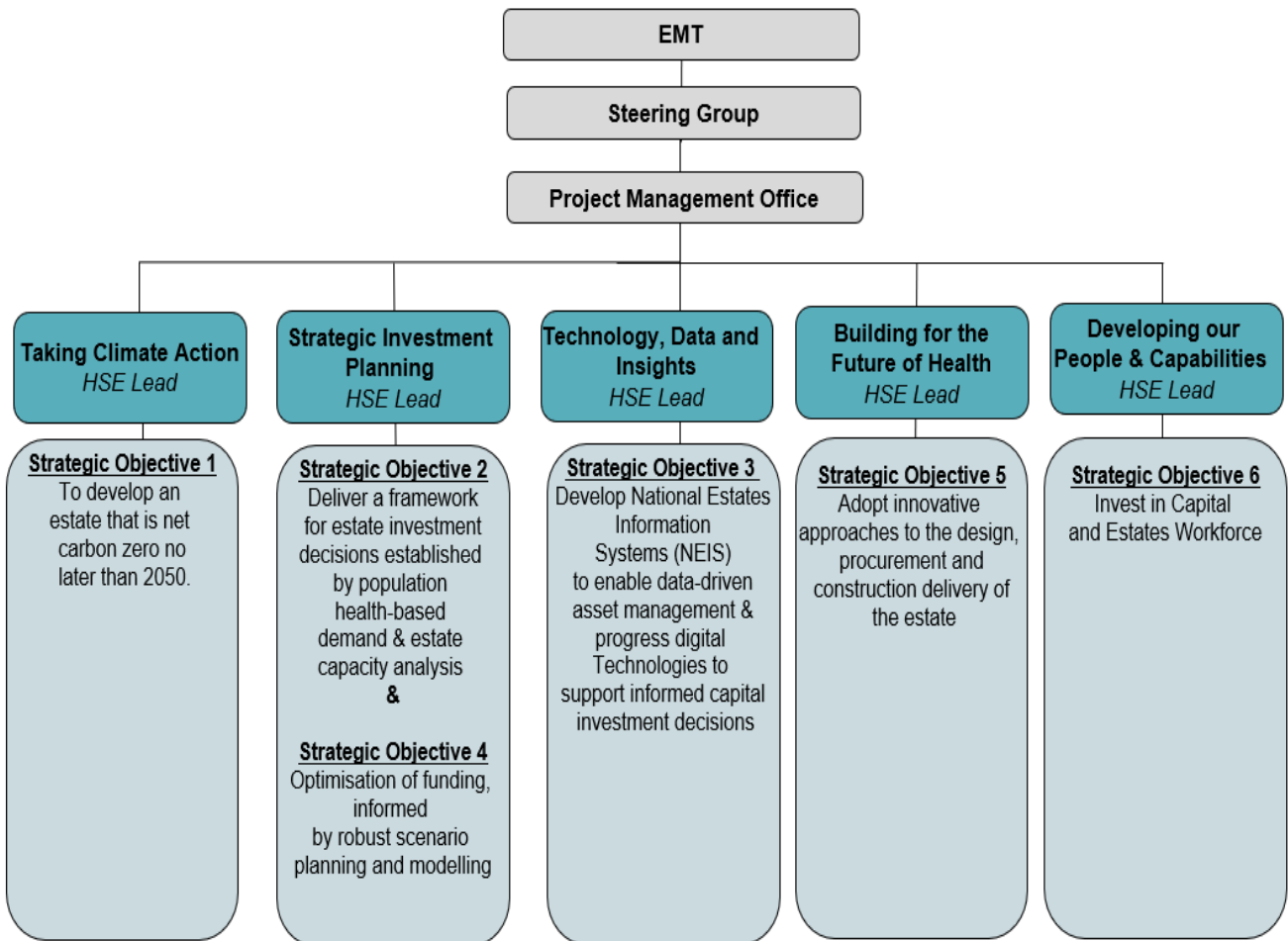

Figure 2: Proposed Programme Structure

3. Programme Implementation Approach

3.1 Phased Implementation Approach

The implementation approach aligns with the timeframes within the Capital & Estates Strategy, 2022 to 2050 and is based around 3 phases.

Phase 1- Scoping & Planning

- Establish PMO.
- Appoint Workstream Leads and commission workstream teams.
- Research and analysis.
- PIDs.
- Identify external Subject Matter Expertise (SME).
- Identify pioneer projects.
- Detailed execution plans.

Phase 2 - Delivering the Pioneer Projects

- Applying a programmatic approach to the delivery of Pioneer Projects including Modern Methods of design and construction and enhanced levels of technology.
- Design and test Pioneer projects to ensure they achieve the Net zero carbon requirements of the estate.
- Measure and test the cost, time, safety, quality and performance efficiencies achieved by the Pioneer projects.
- Further enhance strategic investment planning approaches.
- Validate output of Pioneer projects to inform phase 3 large scale implementation.

Phase 3 – Large scale Implementation

- Define the programmatic approach for large scale implementation.
- Define the implementation plan informed by lessons learned and phase two outcomes.
- Commission the appropriate resources and structures to deliver large scale implementation.

The following section details the deliverables and actions by workstream and associated timelines to the end of 2023 on a quarterly basis.

3.2 Workstreams' Scope of Work.

The table below outlines key actions to be completed by each workstream on a quarterly basis from Q1 2023 to Q4 2023. As workstreams are commissioned, the plans below will be reviewed and agreed and as workstreams evolve, the plans will be updated on an iterative basis.

Workstream	Quarter	Deliverables	Scope of Work
Workstream 1 Taking Climate Action.	**Q1 (2023)**	**Workstream Commissioning:**	• Appoint Workstream group members. • Define ToR, reporting, project initiation documents. • Map key stakeholders. • Identify and seek approval to appoint Subject Matter Experts (SME). • The realisation of this workstreams deliverables will be achieved primarily through the implementation of the Infrastructure Decarbonisation Roadmap.
		Establish the current performance of the HSE Estate, identifying significant energy users and implementing energy reduction programmes:	• Roll out a sustainability assessment and support tool for medium and smaller healthcare facilities. • Complete annual HSE/SEAI review of multi-annual programme.
		Ensure all new HSE funded estate development is designed to demonstrate a clear roadmap to net carbon zero:	• Design and construct all capital works using an Energy Efficient Design and Towards Carbon Zero Design Approach. • Complete the National EED training Programme and associated EED guide. • Adapt the Energy Efficient Design (EED) Process and Towards Carbon Zero Design (TCZD) processes on an ongoing basis to support transition to Design for Manufacture and Assembly (DfMA) and the Circular Construction Economy (CCE).
		Develop a deep retrofit energy approach and programme for the existing estate portfolio:	• Complete the Pilot Pathfinder Programme Design Stage 1 exercise.

		Develop an approach and programme to achieve ISO energy management standard:	• Generate Display Energy Certificates (DEC) for HSE facilities in the top 170 Healthcare SEU's. • Complete HSE utility meter survey and gap analysis of SEU's.
	Q2 (2023)	**Establish the current performance of the HSE Estate, identifying significant energy users and implementing energy reduction programmes:**	• Produce a guide on how to develop Energy Teams and expand their roles into Green Teams which co-ordinate all aspects of sustainability and wider healthcare decarbonisation. •
		Ensure all new HSE funded estate development are designed to demonstrate a clear roadmap to net carbon zero:	• Develop a Carbon Impact Assessment Tool as part of the National Estates Information System (NEIS) Environment and Sustainability Module.
		Develop a deep retrofit energy approach and programme for the existing estate portfolio:	• Prepare an up-scale Major Deep Energy and Carbon Retrofit Programme for the Health Estate.
	Q3 (2023)	**Develop a deep retrofit energy approach and programme for the existing estate portfolio:**	• Inform the HSE Capital & Estates Strategy with learnings from the Deep Energy and Carbon Retrofit Programme.
		Develop an approach and programme to achieve ISO energy management standard:	• Progress a HSE Metering and Monitoring Enhancement Programme compatible with NEIS. • Develop the Environment and Sustainability module of the NEIS to accept metered utility usage data to generate energy and utility reports.
	Q4 (2023)	**Establish the current performance of the HSE Estate, identifying significant energy users and implementing energy reduction programmes:**	• Continue to support the existing Energy Management Teams, grow the number of current teams (111 teams) and broaden their role to include wider 'green' issues. • Complete the Shallow Retrofit Energy Minor Capital Upgrade Programme (2021-2023). • Continue the Roll out of the SEAI Engaging People Programme which has been tailored specifically for healthcare.
		Ensure all new HSE funded estate development are designed to demonstrate a clear roadmap to net carbon zero:	• Further incorporate Carbon Impact Assessments into the HSE's Capital Planning process.

		Develop a deep retrofit energy approach and programme for the existing estate portfolio:	• Continue the building of the Deep Energy Retrofit Programme (pilot pathfinder programme), commencing progression of elements of the Deep Energy and Carbon Retrofit Works at Pilot Pathfinder sites.
		Develop an approach and programme to achieve ISO energy management standard:	• Continue development and consolidation of energy data and develop a framework and plan for the progression to and the achievement of IS0 50001 Energy Management Standard. • Develop a NEIS compatible Dynamic Decarbonisation Modelling tool, referencing nationally agreed and standardised carbon impact assessment methodologies, to enable the calculation and evaluation of scenarios for tracking the HSE's emissions and energy performance trajectory to 2030 and 2050.
Workstream 2 Strategic Investment Planning (A. Deliver a framework for estate investment decisions established by population health-based demand & estate capacity analysis)	**Q1 (2023)**	**Workstream Commissioning:**	• Appoint Workstream group members • Define ToR, reporting, project initiation documents. • Map Key stakeholders. • Identify Subject Matter Experts and subject to approval procure and appoint the necessary services.
		Define the Strategic Assessment Framework:	• Commence defining the dataset(s) required for population health-based demand and estate capacity analysis, by care group and region. (Involve: Technology, Data and Insights workstream). • Agree other elements to be included in the framework e.g., key drivers of change, clinical models of care, anticipated workforce and condition of the estate. • Define current and future available data sources/key stakeholders (internal and external). e.g., HSE acute strategy office, HSE Population Health, CSO, An Pobal (Social depravation index). Engage with these stakeholders to determine their ability to partner with the project.
		Build a Structured Framework for Capital Investment:	• Continued stakeholder engagement to develop the necessary data and inputs from cross governmental agencies and internally within the HSE. • Determine the quality of data available relative to quality of data required. • Seek approval to commission data gathering exercise(s) in response to data gaps. • Consider the ability of existing Estates Information Systems to be the analytical tool that presents the outputs of a Strategic Assessment Framework (SAF) demand and capacity analysis. • Seek approval to develop this analytical tool (via a new system *or* via existing Estates Information Systems).
	Q2	**Continued Framework Development:**	• Commence the procurement of the required data gathering services.

	(2023)		•	Commence the procurement of the analytical tool *or* the development of existing Estates Information Systems (if viable).
	Q3 (2023)	**Continued Framework Development:**	• •	Subject to approval, commission the data gathering exercise. Subject to approval, commission the development of the analytical tool *or* continue the development of existing Estates Information Systems.
	Q4 (2023)	**Link Capital Investment to a Population Health-Based Need:**	• • •	Develop & create a pilot Strategic Assessment Framework (SAF) analytical tool. Test the SAF tool for one agreed Regional Health Area. Review the results and apply any learnings that enable scaling up for application across all RHA.
(B. Optimisation of funding, informed by robust scenario planning and modelling)	**Q1 (2023)**	**Review Existing Scenario Planning Tool:**	• • • • •	Consider the key data inputs included in the initial Scenario Planning tool (to date) and identify the qualitative analysis required to enhance these key inputs to strengthen the tool's ability to model the efficiencies derived from adopting key strategic changes. Identify internal data available that can enhance the analysis (e.g.: real-life HSE project costs and project timeframes). Identify additional key data to be included in future versions of the scenario planning tool (e.g.: Maintenance revenue costs, energy and utility costs, future estate energy performance). Identify HSE in-house resources requiring training on the scenario planning tool. Identify Subject Matter Experts and subject to approval procure and appoint the necessary services.
		Scenario Planning Tool Development:	• • • • •	Identify and engage with potential academic and industry partners that can collaboratively develop the qualitative analysis Agree and complete the data gathering exercise for internally available data. Consider the ability of existing Estates Information Systems to be the digital system that processes and presents future versions of the scenario planning tool. Seek approval to develop this digital system (via a new system *or* via existing Estates Information Systems). Develop and deliver the necessary scenario planning tool training programme for designated HSE staff.
	Q2 (2023)	**Leveraging Lessons Learnt from Pioneer Projects:**	• •	Working closely with industry and academic partners, identify pioneer projects and develop suitable metrics to measure and monitor projects that will provide quantitative benchmark data for future modelling inputs. Update the scenario planning tool key inputs with internally sourced data; validate, test and re-run the model.

			• Commence the procurement of the new digital system *or* commence the development of existing Estates Information Systems (if viable).
	Q3 (2023)	**Digital Enhancement of the Tool:**	• Continued advancement of pioneer projects in collaboration with industry and academia. • Commission the development of the new digital system *or* continue the development of the existing Estates Information Systems.
	Q 4 (2023)	**Digital Enhancement of the Tool:**	• Continue to collaborate with industry and academia and advancement of pioneer projects. • Continued development of the new digital system *or* the existing Estates Information Systems to host future versions of the scenario planning tool.
Workstream 3 Technology Data and insights.	Q1 (2023)	**Workstream Commissioning:**	• Appoint Workstream group members • Define ToR, reporting, project initiation documents. • Map key stakeholders. • Identify Subject Matter Experts and subject to approval procure and appoint the necessary services.
		On-going Development of the estates data set, to enable informed investment decisions:	• Assess existing estate condition data set and analyse results. • Identify the gaps in the existing estates survey data. • Scope data requirements for future estate surveys. • Seek approval to procure these surveys.
		Identify ability of existing systems to analyse estate data; providing a business intelligent and evidence-based approach to estate investment decisions:	• Review & identify best practises in data-driven estate management. • Review capacity of existing Estate Information Systems to analyse large volume estate data sets and identify gaps (if any). • Seek approval to enhance Estates Information systems (if required).
		Develop a Capital & Estates digital strategy, supporting C&E digital development requirements (e.g.: BIM, Digital Twins, Smart Hospitals etc):	• Complete a 'digital maturity assessment' to plot where HSE C&E is now, where it needs to be and by when.
		Develop business intelligence to allow cross-sector public agency capital investment engagement:	• Identify 'key' government agencies developing policy that influence population growth and generate future healthcare needs (e.g.: DoE Housing strategies; Transport Infrastructure Ireland Road and Public Transport policies; Irish Water expansion of their public water systems etc.).
	Q2 (2023)	**On-going Development of the estates data set, to enable informed investment decisions:**	• Subject to approval, commission the required estate condition surveys.

		Identify ability of existing systems to analyse estate data; providing a business intelligent and evidence-based approach to estate investment decisions:	• Commence the development of existing Estates Information Systems.
		Develop a Capital & Estates digital strategy, supporting C&E digital development requirements (e.g.: BIM, Digital Twins, Smart Hospitals etc):	• Scope-out the data and technology required by the HSE for its estate (e.g.: 3D simulation and modelling, digital twins, Smart Hospitals, building utilisation patterns, building performance, predictive maintenance systems, operating costs, energy consumption, etc). • Commence the development of a digital strategy spanning design, construction and operational phases across the full asset life cycle.
		Develop business intelligence to allow cross-sector public agency capital investment engagement:	• Establish connections and common needs with key agencies.
	Q3 (2023)	On-going Development of the estates data set, to enable informed investment decisions:	• Subject to approval, commence the procurement of estate condition surveys. • .
		Identify digital systems to analyse estate data; providing a business intelligent and evidence-based approach to estate investment decisions:	• Continue the development of existing Estates Information Systems capable of analysing, processing and presenting estate data sets to inform investment decisions.
		Develop a Capital & Estates digital strategy, supporting C&E digital development requirements (e.g.: BIM, Digital Twins, Smart Hospitals etc):	• Continue the development of a digital strategy spanning full asset life cycle.
		Develop business intelligence to allow cross-sector public agency capital investment engagement:	• Understand the information needs of the key agencies and develop the approach to compiling this data.
	Q4 (2023)	On-going Development of the estates data set, to enable informed investment decisions:	• Subject to approval, appoint the necessary estate condition surveys.

		Identify digital systems to analyse estate data; providing a business intelligent and evidence-based approach to estate investment decisions:	• Complete the development of existing Estates Information Systems. • Test & validate the solutions developed to ensure they analyse and process estate data and present it in a format that supports informed investment decisions.
		Develop a Capital & Estates digital strategy, supporting C&E digital development requirements (e.g.: BIM, Digital Twins, Smart Hospitals etc):	• Complete the development of a digital strategy. • Select and plan pilot implementations of selected best practise digital buildings technology in preparation for scaling up.
		Develop business intelligence to allow cross-sector public agency capital investment engagement:	• Compile the required data. • Working with public agencies, testing and validating the application of the data.
Workstream 4 Building for the Future of Health.	**Q1 (2023)**	**Workstream Commissioning:**	• Appoint Workstream group members. • Define ToR, reporting, project initiation documents. • Map key stakeholders mapping. • Identify Subject Matter Experts and subject to approval procure and appoint the necessary services.
		Developing a Programmatic Approach:	• Identify and agree the key implementation principles (e.g.: design standardisation, modern methods of construction, towards carbon zero design, creating smart healthcare facilities etc). • Identify existing capital governance and construction procurement processes. • Identify available standards, guidance, work already done relative to implementation principles.
			• Review the Capital Plan and identify the acute and community projects in the pipeline. • Commence the development of standardised rooms, clusters, zones and floorplates aligned with pipe-line projects. • Engage and seek input from leading experts to determine optimal patient-centric approach to standardised accommodation. • Engage with other work-streams to ensure standard design approaches include NZC requirements ("Taking Climate Action" workstream) and smart design,

			construction and on-going operational technologies ("Technology, Data and Insights" workstream).
	Q2 (2023)	**Developing a Programmatic Approach:**	• Continue the development of standardised design approaches for accommodation, sustainability and technology.
			• Engage with construction and design industries to determine capacity and capability.
			• Engage with key stakeholders to explore procurement options suitable for programmatic approach (e.g.: DoH, Government Construction Contracts Committee, OGP).
			• Commence the development of standard "Technical Requirements Scope of Service" design team procurement documents aligned with delivering projects via MMC and identified procurement approaches.
	Q3 (2023)	**Developing a Programmatic Approach:**	• Identify pioneer projects.
			• Develop metrics for recording and measuring performance of standardised approaches (e.g.: value of standardised approaches from cost, time, quality, sustainability perspectives).
			• Conclude the development of standardised design approaches.
			• Continue the development of standard Design Team procurement documents.
	Q4 (2023)	**Developing a Programmatic Approach:**	• Develop pioneer project briefs in-line with programmatic approach including: 1. Adoption of standardised schedule of accommodation. 2. Procurement strategy that aligns with Design for Manufacturing and Assembly (DfMA) and MMC. 3. Utilisation of 3-D models for design, simulation and manufacturing, site quality inspections and in-use FM asset management. 4. Embodied and operational NZC and circular construction economy requirements.
			• Conclude the development of standard design team procurement documents.
			• Advance the delivery of these pioneer approaches embracing new delivery methods.
Workstream 5	**Q1 (2023)**	**Workstream Commissioning:**	• Appoint Workstream group members • Define ToR, reporting, project initiation documents. • Map key stakeholders.

Developing our People and Capabilities.			• Identify Subject Matter Experts and subject to approval procure and appoint the necessary services.
		Ensure the right skills and capacity to enable the objectives of this strategy at corporate and regional levels:	• Create the HSE Capital & estates (C&E) Skills and Capability matrix • Complete a skills & capability assessment 'as is'. • Conduct skills & Capability analysis looking ahead 5 years – consult all Workstream leads and other relevant stakeholders. • Examine organisational structure, review the current state and forward look in the context of organisational change e.g. RHA's • Review the organisational structure – identify what needs to change and initiate as part of the Workforce plan. • Commence planning to address the gaps identified in the skills and capability analysis.
		Promote Capital & Estates as an employer of choice, attracting and retaining the workforce:	• Review current state – HR metrics, identify metric and reporting gaps. • Address the gaps identified in current HR metrics and reporting with reference to industry indicators. • Complete a Culture assessment – 'as is' HSE C&E functions
		Develop expertise in areas that reflect the breadth of C & E responsibilities (e.g. data management, modelling, digital technologies, asset management, contract management and project delivery etc)	• Complete a 'digital maturity' assessment to plot where HSE C&E is now (link up with Data, Technology & Insights WS). • Define the digital skills requirements needed to support the delivery of the strategic plan and ongoing C&E operational requirements.
		Create capacity to meet the demands of implementing multiple change programmes:	• Define what HSE C&E needs, to establish deployment of multiple change programmes. • Act upon the requirements identified to deliver 'multiple change programmes and feed into the C&E Workforce plan.
	Q2 **(2023)**	**Develop expertise in areas such as data management, modelling, digital technologies, asset management:**	• Commence the development of the C&E People Strategy • Commence the Implement and deployment of a skills development programme as part of the wider Workforce Plan.

	Q3 (2023)	**Promote Capital & Estates as an employer of choice, attracting and retaining the workforce:**	• Evaluate the results of the culture assessment and identify the key priorities for action/change. • Conduct an employee sentiment survey across HSE C&E.
	Q4 (2023)	**Promote Capital & Estates as an employer of choice, attracting and retaining the workforce:**	• Evaluate the employee sentiment results and identify the key priorities for action/change. • Develop a final draft of the C&E Workforce Plan in preparation for its implementation in the following quarter.

4. Conclusion and next steps

As stated previously the Strategy is ambitious and sets a direction of travel for future approaches to Capital investment. Its successful implementation will require a commitment from leadership to provide the necessary resources required to support it.

Next steps for the Strategy's implementation include:

- Establishing the PMO and allocating the resources to mobilise implementation.
- Appoint Workstream leads and members and communicate their roles, responsibilities and Workstream deliverables.
- Identify Subject Matter Experts appropriate to support the Workstreams and seek approval for their appointment.

Appendix A: Strategic objectives and deliverables

Strategic Objective 1: To develop an estate that is net carbon zero no later than 2050

HSE is legally obliged to provide carbon neutral targets set out in the Governments Climate Action Plan. A HSE Infrastructure Decarbonisation Implementation Plan has been developed by Capital and Estates. The Strategy will develop the Plan, in conjunction the Climate Action and Sustainability Unit, to achieve the targets as follows:

- Establish the current performance of the HSE Estate, identifying significant energy users and implementing energy reduction programmes;
- Ensure all new HSE funded estate development are designed to demonstrate a clear roadmap to net carbon zero;
- Develop a deep retrofit energy approach and programme for the existing estate portfolio;
- Develop an approach and programme to achieve ISO energy management standard.

Strategic Objective 2: Deliver a framework for estate investment decisions established by population health-based demand & estate capacity analysis

The SAF will assist in supporting strategic capital investment planning at project initiation stage. The current processes can be described as reactionary rather than strategic, responding to short-term operational needs. The Strategy will build upon the Strategic Assessment Framework (SAF) principles to develop the following:

- Create a structured framework to enable the development of an estate investment programme (updated every five years);
- Develop national principles for adoption at regional Capital Programme level for demand & activity analysis for healthcare planning;
- Link estate investment to a population health-based need by care group and by region;
- Assess need against the drivers for change, clinical models of care, the anticipated workforce and condition of existing estate etc;
- Create a consistent framework for prioritisation of estate investment and disposal;
- Develop digital systems to support conducting data driven population analysis.

Strategic Objective 3: Develop National Estates Information System (NEIS) to enable data-driven asset management & progress digital technologies to support informed capital investment decisions

Adopting a data-driven, evidenced-based approach to asset management and development of a Capital and Estates digital strategy will enable informed capital investment and property management decisions. A digital asset management approach will be delivered through implementation of the following:

- Complete the digitisation of current data and continue the condition survey assessments to form an evidence-based and digitised baseline assessment of estate capacity and condition;
- Create real time asset management processes and systems to provide an evidence base for capital investment decisions;
- Standardise asset management processes and NEIS;
- Develop a Capital & Estates digital strategy, supporting C&E digital development requirements (e.g.: BIM, Digital Twins, Smart Hospitals etc);
- Develop system capabilities to allow collaborative cross-sector public agency capital investment engagement.

Strategic Objective 4: Optimisation of funding, informed by robust scenario planning and modelling

Scenario planning and modelling will be developed to ensure the most efficient and effective use of funding and funding sources in-line with Public Spending Code requirements, in order to:

- Improve financial control in management, maintaining and investing in the estate;
- Create a consistent steady state pipeline of investment;
- Enable optimal property holding models such as leasehold or freehold;
- Identify an appropriate balance between capital investment and ongoing revenue maintenance;
- Develop digital systems to support financial modelling.

Strategic Objective 5: Adopt innovative approaches to the design, procurement and construction delivery of the estate

Innovative practices will be developed and adopted to provide greater time and cost certainty during the design, procurement and construction phases. The implementation of this strategic objective requires several actions including:

- Adopt a programmatic approach to the management of projects across the estate, using performance data to drive efficiencies and improvements;
- Standardise design, layouts and repeatable room templates at national level with input from leading experts creating straightforward, flexible, adaptable, cost-effective design;
- Engage with the construction industry and key stakeholders to explore potential procurement approaches necessary to deliver capital programmes;
- Create a value-based and more collaborative approach to procurement of services;
- Pilot/pioneer projects to determine the benefits to new and innovative approaches prior to full-scale roll out;
- Collaborate with other workstreams (1 and 3) to:
    - Achieve digital innovation in healthcare provision, including intelligent (Smart) estate environments, BIM, digital twins digitised asset management systems
    - Achieve objectives of net zero carbon and circular construction economy requirements.

Strategic Objective 6: Invest in Capital and Estates Workforce

The Capital and Estates workforce is a key enabler in successfully implementing this Strategy. Determining the workforce requirements to support its implementation will be key to:

- Ensure the right skills and capacity to enable the objectives of this Strategy at corporate and regional levels;
- Develop expertise in areas such as data management, modelling, digital technologies, asset management;
- Promote the Capital & Estates as an employer of choice, attracting and retaining the workforce;
- Create capacity to meet the demands of implementing multiple change programmes and engaging with stakeholders for delivery

Appendix B: Programme roles and responsibilities

	Role Description
Steering Group	• Reports to the EMT, HSE Audit and Risk Committee and HSE Board. • Provides overall project direction and strategic support when needed. • Defines business outcome and outlines clear expectations. • Secures necessary budget / financial support. • Makes key decisions relating to the Programme in consultation with the EMT where necessary. • Resolves conflicts and any escalated Programme issues. • Signs-off major deliverables. • Facilitates resolution of any issues impeding Programme progress. • Ensures HSE meets it statutory requirements.
Project Management Office	• Reports to the Steering Group Chair. • Accountable for overseeing the delivery of the HSE Capital & Estates Strategy. • Continuously reviews, reallocates, reprioritises, and optimises Implementation Plan to ensure ongoing alignment with changing environment and priorities to ensure alignment with programme management best standards, adherence to budgets and deadlines. • Reviews consolidated programme information and provides challenge and support to Workstream Leads on progress, risks, issues and dependencies • Responsible for overseeing resource allocation and the fulfilment of appropriate skills and experience to the Programme. • Makes project decisions that do not require escalation and addresses and resolves issues where possible. • Assists with external interfaces as required, including other agencies, staff and the public. • Delivers key communications to the programme at all levels and key stakeholders. • Escalates risks, issues and changes that cannot be resolved at Workstream level. • Attends Workstream meetings at the request of the Workstream Lead. • Directs the Programme on a day-to-day basis. • Manages the Programmes Scorecard if required.
Working Group Members	• Understands the goals, objectives and desired outcomes of the Workstream's programme of work. • Takes ownership and responsibility for delivering on actions as assigned. • Raises matters of concern as they arise. • Develops a good working understanding of their Workstream deliverables and its implications for staff, service users and the public. • Attends and participates in Workstream meetings. • Supports open discussion and respectful debate at all Workstream meetings.