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Dear CCG lead

### **Future Development of Local Estates Strategies (LESs)**

The Department of Health is developing the LESs programme into future years and we would like to do so with the support of the sector, in particular CCGs. The scale of the financial challenge facing the NHS makes it imperative that we drive efficiencies for health economies through the intelligent and strategic use of estate, whilst at the same time maintaining or improving service quality. Our developing programme includes identifying issues and sharing the learning, but we can only do with by working with you. All health economies have their individual strengths and will be at differing levels of maturity, but what we would like to do is ensure commissioners get appropriate support to develop their strategies going forward. We are very much aware that the publication of the [framework for commissioners](#) included a significant ask of CCGs to develop LESs, especially within the financial context in which we are working.

In terms of process, we don't want to wait for the current round to end before we start on the next. We intend to review early iterations of LESs to identify emerging themes and issues that can be tackled at a national level. We will build the work programme from this initial scoping. This is not about scoring LESs but is genuinely about engaging the sector to find out what works well, what works less well, and those things that don't or haven't worked at all. This should provide a broad skeleton on which to develop the LESs programme and allow us to gather additional evidence before refining it with a review of LESs when they are produced by the end of the year. We don't want to risk losing momentum and so are looking to dovetail this into the end of the current round.

We intend to engage with strategic estates advisers directly, but would also like to engage the wider sector to build a stakeholder policy group to work through the issues and themes that have been identified. We would like to invite any CCGs that want to contribute to this learning process to contact us directly; a number of you have already agreed to engage with us following the Primary Care Infrastructure Fund Regional Roadshows. The intention is to provide either a revised framework or supplementary guidance note towards the start of 2016/17 to support commissioners realising the benefits of LESs.

Many thanks for your continued support.

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