



# North Central London Strategic Estates Partnership

A model for system-wide estates solutions that deliver improved and more efficient health services for local communities.

**gb** partnerships  
**CONSULT**



**NORTH LONDON PARTNERS**  
in health and care



**NORTH LONDON**  
ESTATE PARTNERSHIPS

[gbpconsult.co.uk](http://gbpconsult.co.uk)



## Case Study

# PCN COVID-19 Vaccination Programme



**Services Provided:** Finding and Assessing Sites, Site Mobilisation, Operational Management.

**Timescales:** 2020-21

**The Strategic estates Partnership has played a vital role in providing technical estates support to the 22 PCN vaccination sites and the CCG's COVID-19 vaccine team.**

The joint teams from the CCG and gbpartnerships provided estates support from inception to mobilisation, and elements of the ongoing management of the programme.

The flexibility of the Strategic Estates Partnership model meant that precious time was not wasted and the extremely challenging deadlines could be met.



### Finding & Assessing Sites:

- Translating local & national requirements for COVID-19 vaccination sites into estate specification
- Identification & scoping of potential sites including existing void space
- Assessment of site suitability
- Managing the site designation process
- Guidance through the assurance process for NHS and non-NHS premises.



### Site Mobilisation:

- Oversight of estate setup & site preparation for delivery
- Patient flow planning
- Liaison with landlords (leases / licences) on behalf of the system
- Assessed and forecasted Facilities Management costs for the PCN vaccination sites.



### Operational Management:

- Managed the security booking process for all NCL PCN vaccination sites
- Provided estates support for the PCN vaccination pop-up sites.

## Case Study

### Primary & Community Care Investment Plan



**Services Provided:** A detailed capital prioritisation process, that involved a clinical and strategic review. The prisonisation was undertaken using a bespoke scoring matrix.

**Timescales:** 2022

The population in NCL has been rapidly rising and is projected to continue to increase over the next two decades. The current health infrastructure cannot cope with the overall projected population increase. The need to invest in the current and future infrastructure is evident.

*The following accomplishments have been realised in 2021:*



**Secured c.£30m of new investment into the primary and community care, via the following funding streams:**

- Section 106
- Estates & Technology Transformation Fund
- One Public Estate
- NHS England Improvement Grant



**Development of a £101m 5-year investment plan for primary & community care estate.**

# Case Study

## Community Integration Programme



**Services Provided:** Finding and Assessing Sites, Site Mobilisation, Operational Management.

**Timescales:** 2021 - ongoing

**The Community Integration Programme is a collaboration between, NCL CCG, Community Health Partnerships (CHP) and gbpartnerships consult.**

The overarching aim of the programme is to optimise the core estate by reducing void space, increasing the utilisation and a target to achieve an extra 1m + patient contacts per annum at the 11 LIFTCo buildings across NCL.

### The challenge:

- Significant void space and costs
- Services not maximising their demised space



**gbpartnerships worked in partnership with NCL CCG and CHP on a pilot project with a vision to:**

- Eliminate void space
- Increase utilisation
- Embed the buildings within the community and as a key part of ICP design
- Target 1m more appointments across the 11 NCL LIFT buildings at no extra cost
- Secure 80% occupancy on bookable space.



**Due to the success of the pilot, it soon became a live programme. It was a system approach with colleagues from the following disciplines involved:**

- Estates / Commissioners / Digital / Providers / Integration leads / Voluntary Sector.



### Our Impact:

- Reduced void space & costs across multiple sites, c.£500K
- Delivered a Community Diagnostic Centre within the underutilised Finchley Memorial Hospital
- Utilised void space for the COVID-19 VACCINE programme
- Secured landlord capital to covert space into multidisciplinary areas for clinical use.

## Case Study

### General Practice Patient Records Room Conversion



**Services Provided:** Secured funding, programme and contract management.

**Timescales:** 2021 - 2022

**gbpartnerships consult and NCL CCG obtained funding from NHS England to move patient records to off-site secure storage and convert the records rooms into clinical and clinical support rooms.**

gbpartnerships programme and contracted managed the relocation and construction element of the programme on behalf of the CCG and the individual practices.

*The programme is receiving national interest, and the outcomes include:*



- Increased clinical capacity
- No revenue implications
- £2.4m investment
- NCL-wide programme across 30 NCL practices

## Case Study

### PCN Estate and Clinical Infrastructure Planning Exercise



**Services Provided:** Creation of localised infrastructure plans

**Timescales:** 2022 - ongoing

gbpartnerships worked in conjunction with the local CCG teams and PCN Clinical Directors to develop an Estate and Clinical Infrastructure Plan for the PCN's across the London Borough of Enfield.

#### The challenge:

- Huge population growth
- Flexibility of the estate
- Increasing PCN workforce
- No pipeline to seize funding opportunities



#### What we did:

gbpartnerships, the NCL Health system and council colleagues worked in collaboration to create localised infrastructure plans at a PCN level, that collectively set out the priorities and projects that NCL will pursue to develop an effective and efficient infrastructure response to the needs of the PCN and its population.



#### Our Solution:

- Created bespoke plans to reflective individual PCN needs and requirements.
- A catalyst for developing a PCN staff recruitment Plan.
- Informed and reaffirm the priority investment pipeline.
- Provide PCN's/Localities with data to support their service development ambitions.

“I have been amazed at the level of interaction. It has been a really useful process, providing a catalyst for a PCN/estates conversation. It has also been really timely, as we plan what the future needs to look like.” Dorothy Blundell, CEO of the Camden Health Partners

## Case Study

### PCN Estate and Clinical Infrastructure Planning Exercise [cont.]



#### Our Impact:

- **Systems collaboration:** Our engagement process re-energized the role of Local Estates Forums in developing and implementing the clinical vision across NCL. It has also served as a welcome opportunity to deepen relationships with partners and find opportunities for health and care projects across the patch.
  - **Engagement:** Throughout the project we engaged with 30 individual Primary Care Networks (PCNs) across NCL (more than 150 individuals). We received positive feedback from PCNs who welcomed the chance to present their estates vision and the resource to prepare the Infrastructure Plan.
  - **Impact of digital:** The project offered an important opportunity to understand the impact of COVID-19 on estates. Infrastructure planning helped support innovation and joined-up responses to planning and delivery of services in COVID-19 friendly environments.
  - **Tracking challenges facing the systems:** The infrastructure plans helped to track and record the challenges facing NCL in their ambition to improve estate quality, control costs and maximise existing opportunities. It highlighted the estate challenge of accommodating additional staff roles and the need to prioritise the creation of PCN hubs with necessary technology and digital infrastructure to support new ways of working.
- ✓ Added depth and detail to previous planning processes.
  - ✓ Create detailed PCN Infrastructure Plans, including impacts of digital and COVID-19.
  - ✓ Set a clear direction for local estates priorities and created local momentum to ensure delivery.
  - ✓ Informed a number of subsequent projects to improve primary care data.



## The Power of Partnership

---



We develop and deliver partnerships with clients across health, local authorities and the wider public sector. Empowering people to change practices, processes and the use of physical assets, in order to embed long lasting organisational transformation.



Unlike other consultancy companies who only provide advisory services, gbpartnerships consult - as part of the gbpartnerships group - are able to apply the group's operational delivery experience in managed services, asset management, property development, and long-term partnerships with 14 local community and healthcare systems across England, to deliver grounded, end to end service transformation, change management and asset management services to clients.



[www.gbpartnerships.co.uk/consult](http://www.gbpartnerships.co.uk/consult)

[www.linkedin.com/showcase/gbpartnerships-consult](https://www.linkedin.com/showcase/gbpartnerships-consult)

If you'd like to find out more or arrange an informal chat about our work contact:

Sam McCumiskey, gbpartnerships consult Managing Director

Email: [sam.mccumiskey@gbpconsult.co.uk](mailto:sam.mccumiskey@gbpconsult.co.uk)

