

# PARTNERSHIPS IN ACTION



## PRODUCTIVITY

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### Unlocking Hidden Potential: How Estates Can Contribute to the NHS Productivity Challenge



*Sam McCumiskey, Managing Director,  
gpb consult*

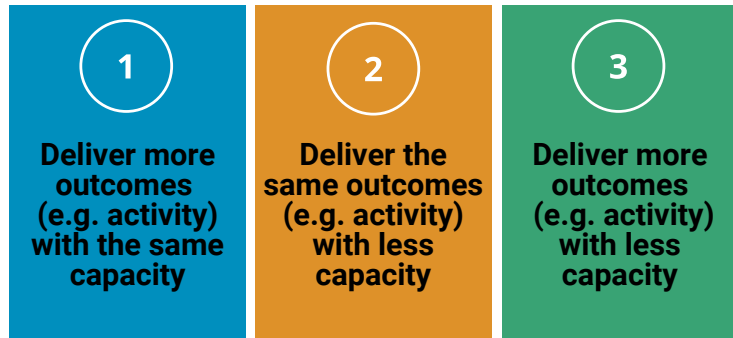
**As the NHS faces unprecedented financial pressures, organisations must make difficult decisions to reduce deficits while striving to improve performance and quality. The challenge can seem insurmountable, but based on my experience, there is an often-overlooked area that holds significant potential: NHS estates.**

In my role at gpb consult, I've observed that Trusts and Integrated Care Boards (ICBs) frequently underestimate the potential of estates to deliver substantial savings. This oversight may stem from a belief that improvements in estates yield long-term, rather than short-term, efficiencies.

Over the past several years, my team and I have had the privilege of working with over 100 NHS organisations across England. This extensive experience has provided us with valuable insights into how estates can be optimised to contribute to the NHS productivity challenge.

Ultimately 'productivity' is the pursuit of delivering maximum activity or output or health outcome with the resource available. In the NHS this is directly dependent on capacity, and it can be argued that capacity is only available in two forms: Workforce (whole time equivalents) and premises (it's Net Internal Area or NIA). The two are inextricably linked, and both are reactive to the degree of digital innovation applied in these spaces. *[Cont.]*

[Cont.] At a simplistic level, to increase productivity three options are available to us:



If we say that the current workforce can deliver more activity by doing things differently, we're addressing the first point. If we say that we could deliver the same activity from a reduced estate, by doing things differently, we're addressing the second point. Combined, we would be delivering more activity with less capacity.

Simple, problem solved!

Obviously, it's not that simple and we can't merely draw a line between workforce and estate, but it helps to have a simple framework to group initiatives and assess their impact as a whole.

It also helps highlight digital solutions which may solve more than one problem. Rationalising the estate is probably the fundamental lever to enabling how we 'deliver the same or more activity with less capacity'.

At gbp consult, we are committed to supporting NHS organisations in navigating these challenges and achieving their goals. We hope these insights inspire you to look at your estates with a fresh perspective and recognise the untapped potential they hold.

For more information or to discuss how gbp consult can assist your organization, please feel free to reach out.

► **Email the team:** [enquiries@gbpartnerships.co.uk](mailto:enquiries@gbpartnerships.co.uk)

## Productivity-Boosting Projects for North-West NHS Trusts: Rationalisation & Space Planning, Corporate, Clinical & Back-Office Services

**gbp consult has recently completed productivity-boosting projects for two large NHS community and mental health Trusts in the North-West of England. These projects were integral to the Trusts' productivity programmes, focusing on hybrid/agile working and the rationalisation and relocation of corporate and clinical offices.**

Rationalising the estate is probably the fundamental lever to enabling how we 'deliver the same or more activity with less capacity'. Our team worked to define the opportunities for how both Trusts could use their corporate and clinical sites more effectively. We pinpointed opportunities for estate rationalisation and space reduction, highlighting potential recurrent savings.

Both Trusts embraced our recommendations, leading to the rationalisation of their sites and spaces, the relocation of hundreds of staff, and the creation of room booking processes and systems. These changes have resulted in substantial real estate revenue savings.

The projects involved extensive stakeholder engagement, data analysis, option appraisals, business cases, and space planning. In one project, we also facilitated the relocation of clinical services to enhance patient experience, as the existing sites were inadequate due to their location and condition. Implementing our recommendations will reduce the Trust's estate from seven properties to four, consolidating patient-facing services into a clinical environment designed to meet diverse patient needs and foster collaborative workspaces for staff.

### ► Key Benefits Delivered:

- **Improved Patient Experience:** Patients now receive care in enhanced conditions, leading to better overall satisfaction.
- **Reduced Costs and More Efficient Space Use:** The Trusts have gained greater control over their working environments, with spaces tailored to team requirements.
- **Enhanced Collaboration and Communication:** The reconfigured work environments have fostered better teamwork and communication.
- **Improved Utilisation:** The reduction in property costs allows for reinvestment into more patient-facing activities within the Trust.
- **Net Zero NHS:** The projects support the creation of a more sustainable working environment, reducing the Trusts' carbon footprint.

**Case Study:** Achieving c.£2 million in Property Cost Savings

**Client:** Guy's and St Thomas' NHS Foundation Trust

**gbpartnerships role:** This case study highlights a successful corporate relocation and rationalisation project we completed for Guy's and St Thomas' NHS Foundation Trust, resulting in approximately £2 million in property cost savings

► [Click here to read more.](#)

# Building on Strong Foundations for Growth

In the first video of our new series, gbp's Executive Chair Paul Ferry and CEO Elaine Siew reflect on how the organisation has adapted, grown and developed over the past couple of years.

gbp's 'end-to-end' business model of planning, developing, and maintaining high-quality, sustainable health buildings, has seen substantial growth, both organically and through acquisition, most recently expanding into Scotland in 2023.

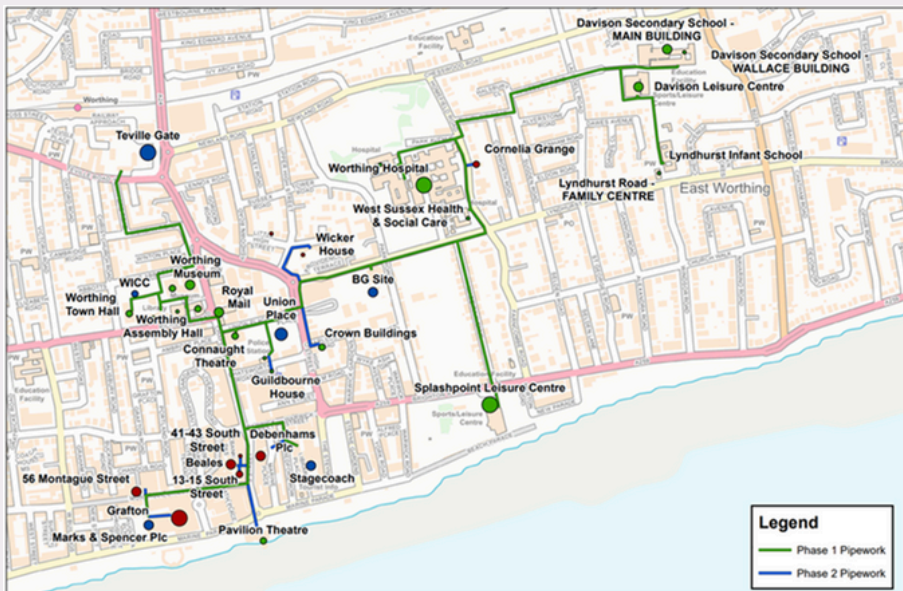
Our commitment to excellence has positioned us to build on these strong foundations, ensuring we continue to support and add value to customers across the UK. ▶ [Watch the full video here.](#)



## gbp's Project Management team support major step in Worthing's Net Zero plans

A 10-year programme of decarbonisation in Worthing has become a reality, thanks to project management support from gbppartnerships (gbp). The Council contracted with gbp to oversee the development of the District Heat Network project through to financial close, which was achieved at the end of April 2024.

gbp has worked with the Council to project manage and procure a heat mapping and feasibility study, and to see the project through the subsequent detailed Project Development and Commercialisation stages. Work is set to commence on the Worthing Heat Network in July 2024, with the first buildings to be connected by Summer 2025.



### Case Study: Worthing Heat Network

**Client:** Worthing Borough Council

**Project status:** Financial Close achieved April 2024

**Timescales:** Construction phase 1, July 2024 - 2025

**Services provided by gbp:** Project Management services for the procurement, feasibility study, detailed project development and commercialisation stages of the Heat Network project.

▶ [Click here to read more.](#)

**Francesca Iliffe, Strategic Sustainability Manager, Adur & Worthing Councils said:**

*"gbpartnerships have provided invaluable, high quality project management to the Worthing Heat Network Project, enabling a fast paced and expert approach to delivering this key strategic project for Worthing."*

*The team have been excellent at negotiating through legals, procurement, interface with government, strategic partners and investors, and keeping the Project Team on track to hit our project milestones and KPIs."*

## New Worthing Integrated Care Centre nears completion

The highly anticipated £36m Worthing Integrated Care Centre (WICC) is nearing completion, promising to transform healthcare services in the community. Worthing Borough Council appointed gbppartnerships, operating through West Sussex (Worthing) LIFTCo, to oversee the development of this state-of-the-art facility.

The WICC is being constructed on a previously underutilised brownfield site, strategically located in the heart of Worthing for easy accessibility. Once completed later this year, the centre will consolidate multiple services under one roof. ▶ [Read more about the project here.](#)



# Celebrating Estates & Facilities staff on National Healthcare Estates & Facilities Day

National Healthcare Estates and Facilities Day on the 19 June was a moment to thank and recognise the critical work of all the Estates and Facilities staff who keep our buildings running.

We know that the work of the NHS patient facing workforce in hospitals and primary and community care settings would be impossible without the army of Estates and Facilities professionals underpinning them.

So, thank you to all Estates and Facilities staff for the essential contribution you make, every day, across our national healthcare services.



## Partnerships Bulletin interview with Elaine Siew on leadership, culture & expansion

gbpartnerships' CEO Elaine Siew discusses being named Leading Woman in Infrastructure at the Partnerships Awards 2024, reflects on her career and targets future growth.

► [Read the full interview here.](#)



## Dates for the Diary

Come and meet the gbp team at IHEEM's Healthcare Estates 2024 exhibition and conference, being held on the 8-9 October 2024.

The two-day event at Manchester Central is the UK's largest event for Healthcare Engineering and Estates Management Professionals.

► [Find out more and register here.](#)



gbpartnerships foundation 5th birthday charity quiz night, 5 September.

The [gbpartnerships foundation](#) turns 5 this summer, and to celebrate, we'll be hosting a charity fundraiser quiz night in Birmingham.

More details and how to join us, coming soon!

The gbp team will also be exhibiting and speaking at NHS Property 2024, being held on the 6 November 2024.

The conference will provide an opportunity for networking with peers and learning from the senior policymakers, strategists, and solution providers.

More details and how to register, coming soon!



## News & insight

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