

Case Study

Cornwall and Isles of Scilly ICS Estates Baseline



Client: NHS Cornwall and Isles of Scilly ICS
Project: Detailed Estates Baseline
Services Provided: Estates planning; Strategic mapping; Stakeholder engagement; Database management; Geospatial analysis.
Timescales: Delivered in Q4 of 2023 / 2024

NHS Cornwall and Isles of Scilly Integrated Care System (ICS) was in the process of developing an Infrastructure Strategy for the region. To identify future estates opportunities and priorities, the ICS first needed to complete a baseline of their estate, bringing together current estate information that sat across many sources and with individual organisations.

The estates baseline consolidated disparate estate data across various provider trusts and organisations, enabling the ICS to take a strategic approach to the identification of estate priorities and planning.

gbp consult also engaged with provider trusts in the region through workshops to better understand their situation regarding current estate challenges. The estates baseline also served as a key input to the prioritised capital pipeline and infrastructure strategy that was being developed.

By consulting stakeholders, consolidating data and providing a clear overview of existing assets across the area, the estates baseline equipped CloS ICS with the necessary information to make informed decisions about future service and estate planning.



Activities undertaken:

- Collection of key data on primary, community, mental health, acute, ambulance, and local authority assets.
- Developed a detailed asset register database of over 500 assets, including details about the property, tenure, occupation, financials and condition.
- Mapping of current estate by locality, place and area, accompanied by a breakdown of property/site type, ownership, Gross Internal Area and occupying organisations.
- Workshops with provider trusts and key stakeholders to understand their current estate challenges, pressures and opportunities.
- Identification of planned housing development and areas of growth that could impact on estate/ provide opportunities.
- Researched the demographic, deprivation and health needs data of Cornwall in relation to the current estate.
- Examined the unique demographic and geographic characteristics of the Isles of Scilly as an archipelago.



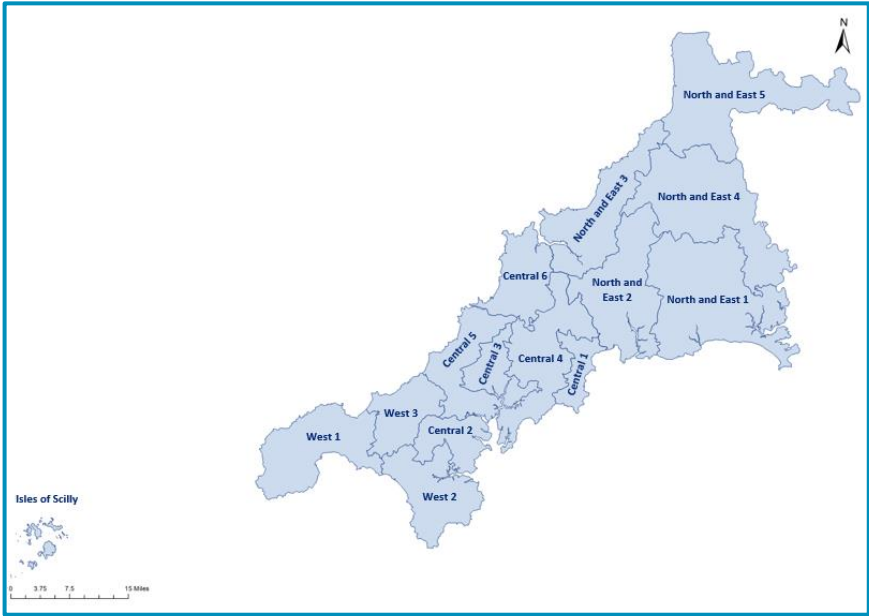
Our Impact: Our work provided the ICS Executive Team with tangible evidence upon which to base decisions and build a list of priorities for Cornwall and the Isles of Scilly.

- Strategically visualised the asset database, delivering comprehensive insights at various geographic levels.
- Categorised primary care and provider assets into Core, Flex and Tail using a bespoke modelling technique which informed strategic thinking for estate planning.
- Produced isochrone maps for acute hospitals illustrating their accessibility by public transport and driving, overlaying primary and community assets in the area.
- Developed dynamic 'heatmaps' enabling the ICB to rapidly assess travel time for public transport and driving between any two assets.

Case Study

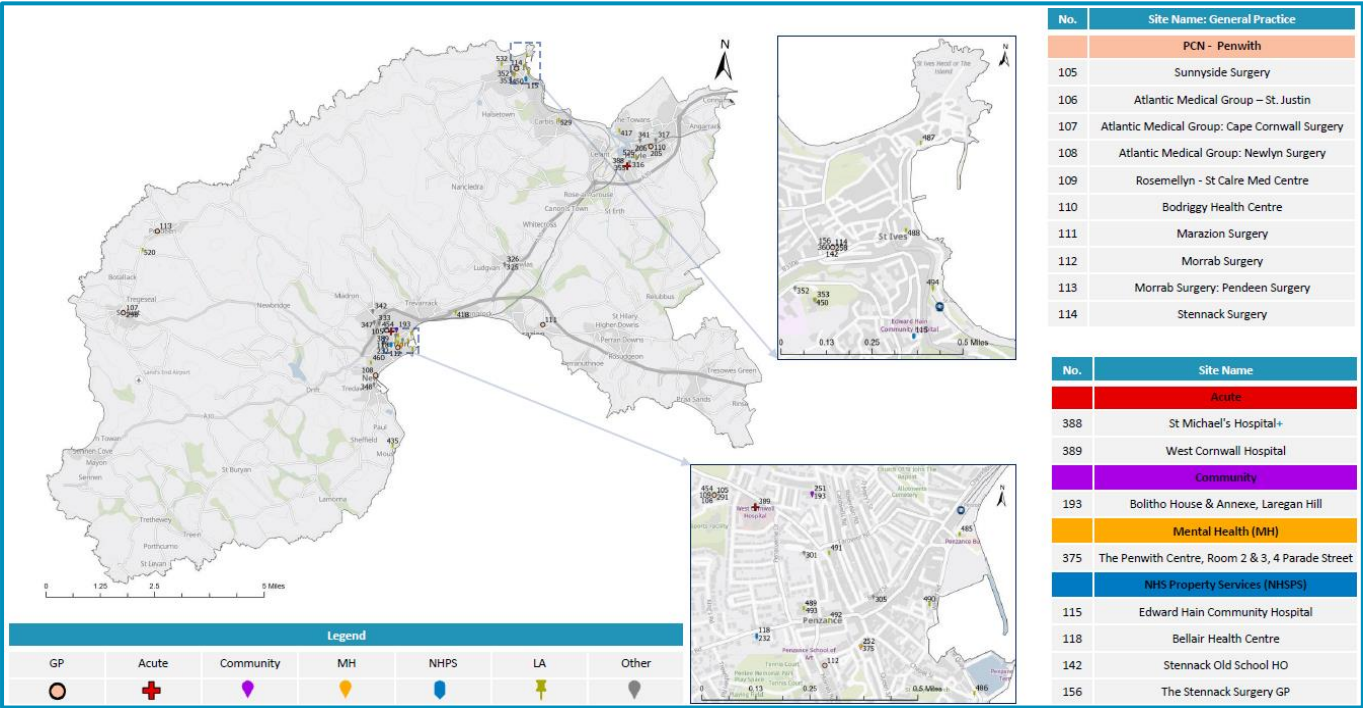
CloS ICS Estates Baseline: Locality Mapping

Bespoke localities created



The methodology for mapping assets has been done in alignment to the Primary Care Networks (PCNs) in Cornwall and the Isles of Scilly, with the above map showing the 15 bespoke localities created.

Locality map in West Cornwall



The map above shows an example view of a locality in West Cornwall, with the location of primary care, acute, community, mental health, NHS Property Services, CHP and local authority assets mapped and labelled.

Case Study

CloS ICS Estates Baseline: Heatmaps*

Heatmap of driving time (minutes) from sites to acute hospitals (anonymised data)

Postcode	LSOA Code	LSOA Name	Site/Property Name	Hospital A	Hospital B	Hospital C
AB1 1CD	E01018815	Cornwall 032A	Site1	17.35	30.66	33.25
AB1 1CE	E01018847	Cornwall 032D	Site2	17.71	31.02	51.59
AB1 1CF	E01018843	Cornwall 033C	Site3	21.01	34.32	33.60
AB1 1CG	E01018899	Cornwall 066C	Site4	19.05	32.36	39.61
AB1 1CH	E01018880	Cornwall 066B	Site5	29.67	42.98	37.65
AB1 1CI	E01018829	Cornwall 056C	Site6	31.25	44.57	48.27
AB1 1CJ	E01018944	Cornwall 011C	Site7	2.59	23.27	49.85
AB1 1CK	E01018891	Cornwall 045C	Site8	1.79	20.27	28.56
AB1 1CL	E01018987	Cornwall 058C	Site9	2.59	23.27	25.56
AB1 1CM	E01019007	Cornwall 061E	Site10	18.75	46.30	28.56
AB1 1CN	E01018989	Cornwall 065B	Site11	17.51	43.96	43.48
AB1 1CO	E01018992	Cornwall 069A	Site12	16.59	43.04	42.56
AB1 1CP	E01018955	Cornwall 008B	Site13	16.94	35.38	40.67

Information on each site/property, including:
Location information (Postcode, Lower Super Output Area (LSOA) Code, LSOA Name).

Values describing the time to travel from property to an acute hospital:
Colour-coded from red to amber to green, depending on the value relative to the lowest and highest values present.

Heatmap of driving distance (miles) from sites to acute hospitals (anonymised data)

Postcode	LSOA Code	LSOA Name	Site/Property Name	Hospital A	Hospital B	Hospital C
AB1 1CD	E01018815	Cornwall 032A	Site1	33.53	44.13	47.72
AB1 1CE	E01018847	Cornwall 032D	Site2	34.50	45.10	54.27
AB1 1CF	E01018843	Cornwall 033C	Site3	28.57	39.17	48.67
AB1 1CG	E01018899	Cornwall 066C	Site4	25.03	35.63	42.70
AB1 1CH	E01018880	Cornwall 066B	Site5	46.17	56.77	39.33
AB1 1CI	E01018829	Cornwall 056C	Site6	42.73	53.33	59.87
AB1 1CJ	E01018944	Cornwall 011C	Site7	11.15	32.90	56.20
AB1 1CK	E01018891	Cornwall 045C	Site8	10.55	26.60	36.02
AB1 1CL	E01018987	Cornwall 058C	Site9	11.15	32.90	30.28
AB1 1CM	E01019007	Cornwall 061E	Site10	33.08	51.48	36.02
AB1 1CN	E01018989	Cornwall 065B	Site11	32.22	53.43	54.88
AB1 1CO	E01018992	Cornwall 069A	Site12	27.58	48.80	50.43
AB1 1CP	E01018955	Cornwall 008B	Site13	31.83	45.58	49.38

Information on each site/property, including:
Location information (Postcode, Lower Super Output Area (LSOA) Code, LSOA Name).

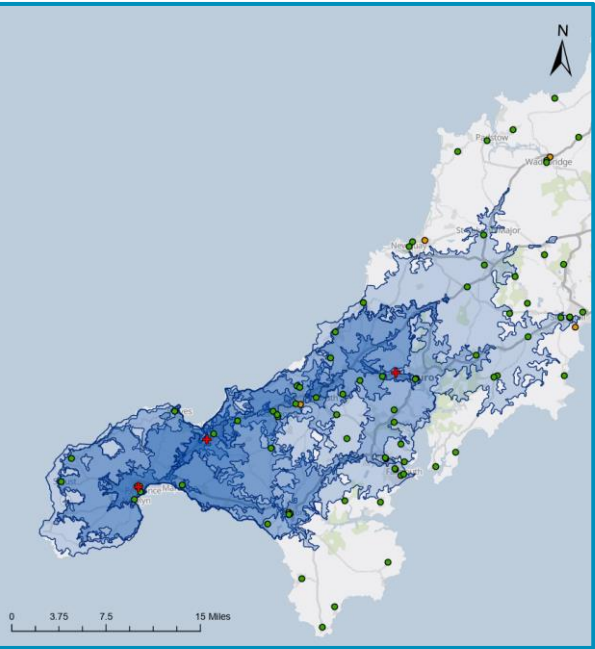
Distance (miles) travel from property to an acute hospital:
Colour-coded from red to amber to green, depending on the value relative to the lowest and highest values present.




*Heatmaps were also produced denoting the distance and time for public transport

Case Study

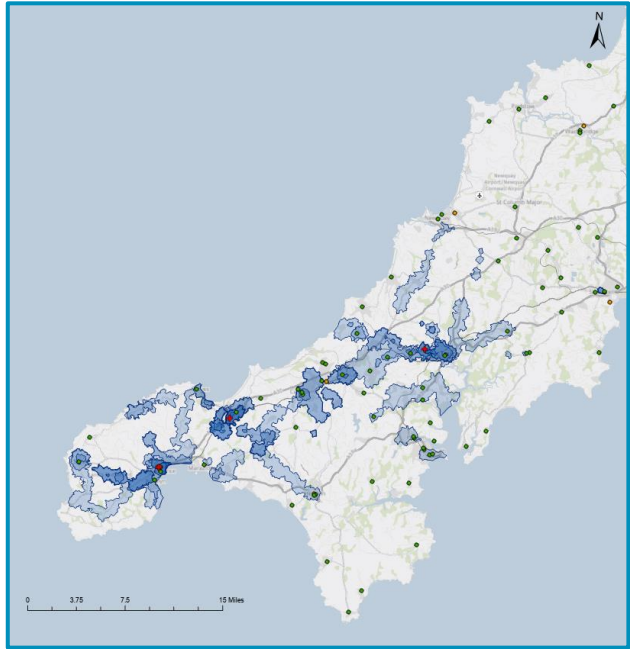
CloS ICS Estates Baseline: Isochrone Maps

Isochrone of driving catchments



Legend	
	Acute hospital
	Primary care sites
	Community sites
	15-minute journey
	30-minute journey
	45-minute journey

Isochrone of public transport catchments



Legend	
	Acute hospital
	Primary care sites
	Community sites
	30-minute journey
	45-minute journey
	60-minute journey
	90-minute journey
	150-minute journey

An isochrone map is a map which depicts the area accessible from a point within a certain time threshold: The maps above illustrate the catchments for driving and public transport for acute hospital sites in Cornwall, which are accompanied by the location of primary (green) and community (amber) care assets within and outside of these accessibility zones. The accessibility analysis shows that the lighter the shade of blue on the map, the longer the time it takes to reach the site.

Case Study

CloS ICS Estates Baseline: Core, Flex and Tail Categorisation

Line	Organisation	Property Name	Quality (Site Condition)	Condition Score	Fitness for Purpose (Function)	Function Score	Capacity	Capacity Score	Flexibility	Flexibility Score	Legal Position of Occupancy	Occupancy Score	Final Score	Categorisation
1	General Practice (main)	Name1	C	1	A - Modern and fit-for-purpose (75% - 100%)	3	Already over capacity	0	Can easily be re-configured or extended	3	Freehold/lease 20 years plus	3	10	CORE
2	General Practice (branch)	Name2	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Already over capacity	0	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	6	FLEX
3	General Practice (main)	Name3	B	2	B - Some elements fit-for-purpose (50% - 75%)	2	Can meet future increases in population to 2028	2	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	9	FLEX
4	General Practice (main)	Name4	A	3	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Some re-configuration minor extension	2	5 - 19 year lease	2	10	CORE
5	General Practice (main)	Name5	D	0	B - Some elements fit-for-purpose (50% - 75%)	2	Already over capacity	0	Cannot be reconfigured and no extension possible	0	No lease in place or issue with current lease/landlord	0	2	TAIL
6	General Practice (branch)	Name6	B	2	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Some re-configuration minor extension	2	Freehold/lease 20 years plus	3	10	CORE
7	General Practice (main)	Name7	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	7	FLEX
8	General Practice (branch)	Name8	C	1	C - Not fit for pupose (<50%)	1	Already over capacity	0	Cannot be reconfigured and no extension possible	0	No lease in place or issue with current lease/landlord	0	2	TAIL
9	General Practice (main)	Name9	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Can only cope with current population	1	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	7	FLEX
10	General Practice (branch)	Name10	C	1	B - Some elements fit-for-purpose (50% - 75%)	2	Already over capacity	0	Cannot be reconfigured and no extension possible	0	Freehold/lease 20 years plus	3	6	FLEX

Categorisation of assets into Core, Flex and Tail (anonymised data): The above table shows how the database of assets were then categorised into as "Core", "Flex", or "Tail" by inputting the scores of the properties into the model that looked at their Quality (Site Condition), Fitness for Purpose (Function), Capacity, Flexibility and Legal Position of Occupancy. The combination of these scores provide a final score which was used to discern the categorisation of the property.



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