

# Case Study

## Key Worker Accommodation Strategy



Torbay and South Devon  
NHS Foundation Trust



**Client:** Torbay and South Devon NHS Foundation Trust  
**Project:** Key Worker Accommodation Strategy  
**Services Provided:** Development of a Key Worker Accommodation Strategy  
**Timescales:** 12 weeks

Available and affordable accommodation for NHS and public sector staff is becoming an increasing issue as it becomes scarcer and more expensive. Initially affecting London and surrounding areas this is now a real issue for other areas particularly tourist destinations such as Torbay in Devon. There are a number of contributing factors:

- Devon and Cornwall based NHS staff are experiencing issues with landlords switching from offering private residential lets to more lucrative holiday lets, meaning private rental accommodation is becoming more difficult to find.
- Where landlords choose to stay in the private residential letting market, rents are becoming increasingly unaffordable as the smaller market leads to premium prices.
- Public sector wages are not keeping up with either price inflation or cost inflation and staff are being priced out of the home ownership market.
- There is a particular lack of 2-bedroom properties and houses with gardens for families to rent, as greater profits are generated from 1 bedroom, studio's, flats and retirement units.

The Trust's plans for the Torbay Hospital acute site also mean that outdated short-term accommodation on the site needs to be demolished and replaced elsewhere. Additionally, the Trust is exploring overseas recruitment to address staff shortages so requires an attractive housing offer for overseas nurses and doctors coming to Torbay.

This shortage of affordable and appropriate housing is significantly affecting recruitment and retention of public sector key worker staff. For these reasons, several public sector organisations have been looking at possible partnership options for creating affordable and appropriate housing, with a view to supporting and maintaining a sustainable workforce.



### Activities undertaken:

The Trust commissioned gbp consult, via our estates joint venture, SDHIP, to develop a Key Worker Accommodation Strategy to: (1) understand the housing and accommodation need of its staff, and (2) consider what opportunities and options there could be in Torbay and South Devon to support key worker accommodation and underpin a sustainable staffing model for the future.

- Review of current accommodation
- Assessment of accommodation expected to be lost as a result of the New Hospital Programme (NHP) development
- Assessment of other accommodation available to staff (not provided by the Trust)
- Review of data impacting staff recruitment and retention
- Assessment of commercial constraints
- Demand modelling for both short-term and long-term accommodation to a granular level, spanning:
  - ✓ scope of accommodation needed (single, couple, communal, family)
  - ✓ type of accommodation needed (flats, houses)
  - ✓ preferred tenure (short-term, long-term, rented, shared ownership, owned leasehold, owned freehold)
  - ✓ location
  - ✓ affordability
- Engagement with partners (registered housing providers, council, Torbay Development Agency.)



### Our Impact:

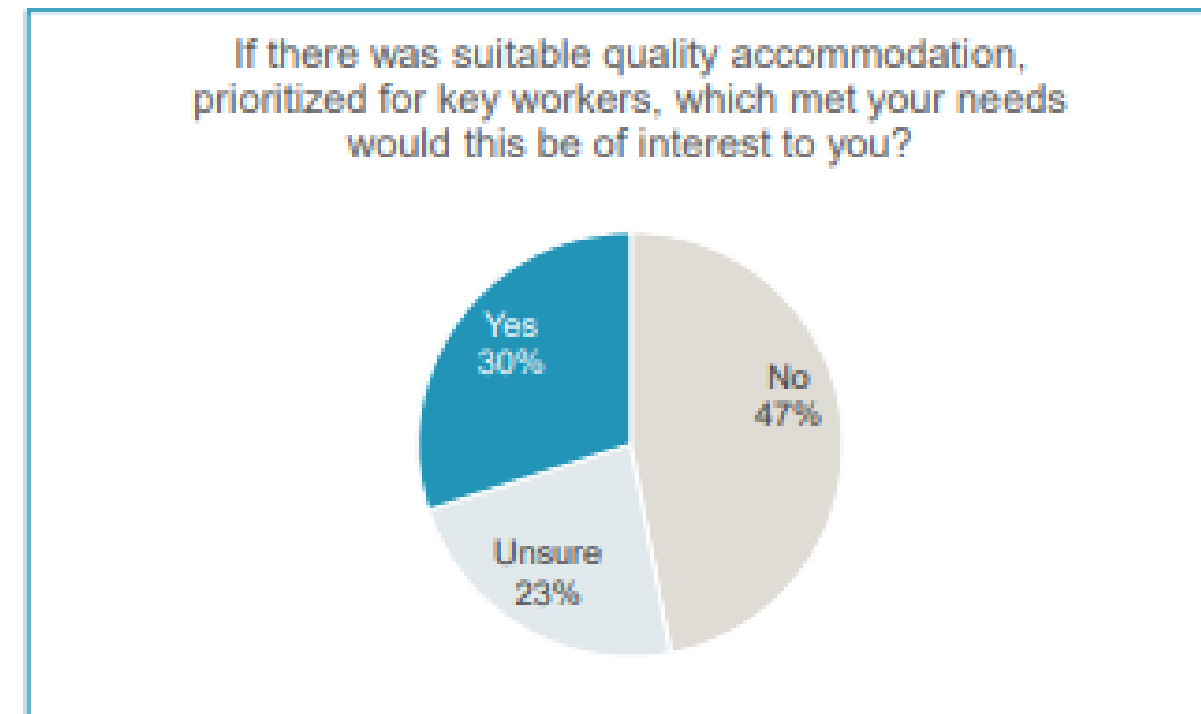
- We provided the Trust with a firm quantum to address immediate need for on-site short-term accommodation, based on accurate data modelling and trend analysis. This has subsequently led to a follow-on Options Appraisal exploring the best approach to delivering the required units.
- We provided the Trust with a tangible projection of the need for long-term accommodation, to inform discussions with developers and partners.
- This insight covered not only how much accommodation will be needed, but where and what it should consist of. It will support the development of a supplementary market of affordable, ringfenced key worker accommodation in the area, thereby driving positive recruitment and retention of NHS key workers.



A key line of enquiry for the study was to gauge the number of staff planning to move to new accommodation within the next two years, as well as the underlying reasons for wanting or needing to move.

Accounting for participation bias, we calculated that approximately 10% of the workforce plan to move. The reasons spanned wanting to buy their own home, a need to move to cheaper accommodation, needing more bedrooms / internal space, needing more external space e.g. garden, garage, driveway as well as several more specific reasons.

The pie charts to the right show the response to the question, "If there was suitable quality accommodation, prioritised for key workers, which met your needs would this be of interest to you?" split by those who anticipate moving and those who don't. Within the moving cohort, 86% would be interested. This then translates into a potential target market of 8.6% of the total workforce (86% of 10%).



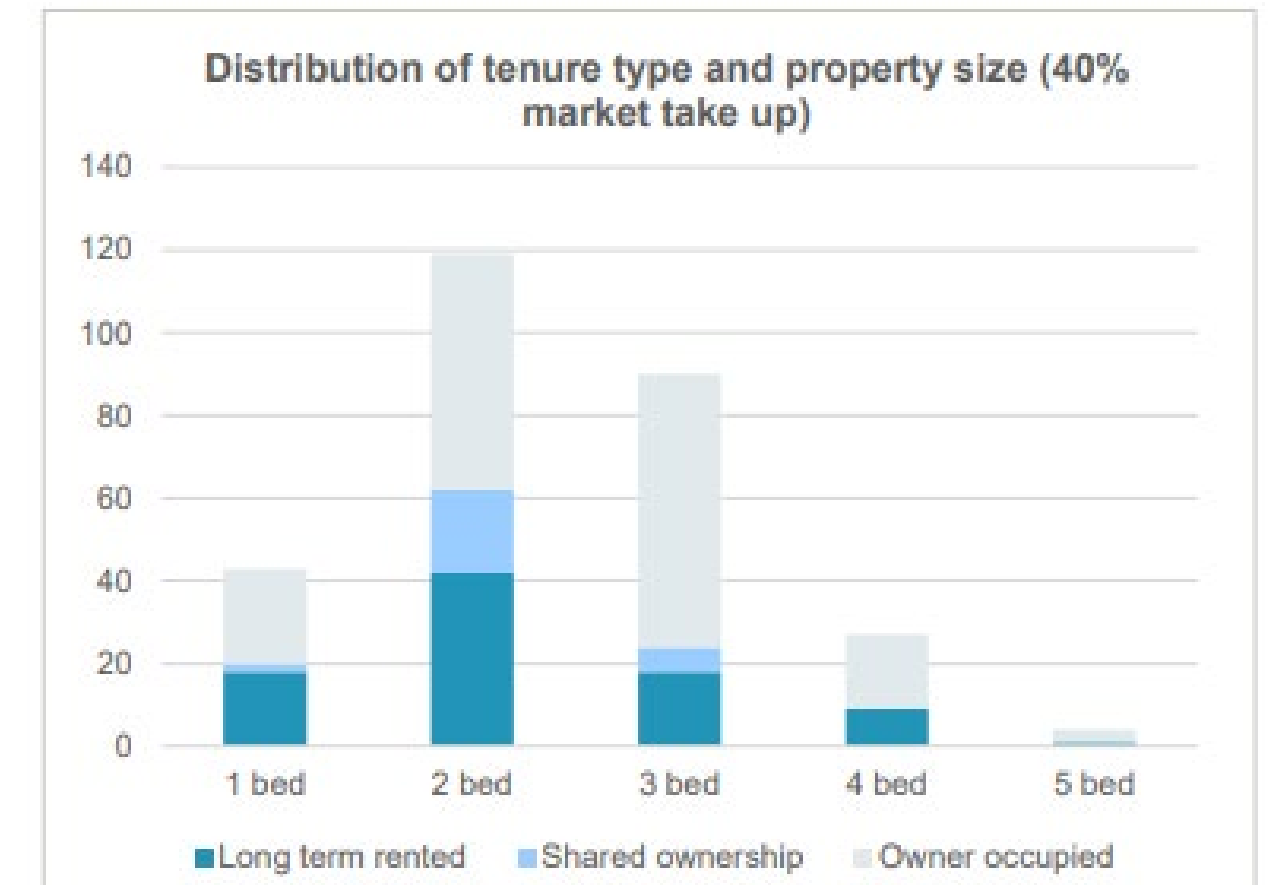
Survey respondents who do not anticipate moving in the next two years



Survey respondents who do anticipate moving in the next two years

Further analysis of the data enabled us to quantify the expected distribution of required accommodation by tenure type and number of bedrooms.

The chart below shows the expected demand distribution, based on a 40% market take up.





## The Power of Partnership

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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.



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