

# PARTNERSHIPS IN ACTION

## SUSTAINABILITY FUNDING

Practical insight

Case studies

Spotlight - Healthcare planning

News & events

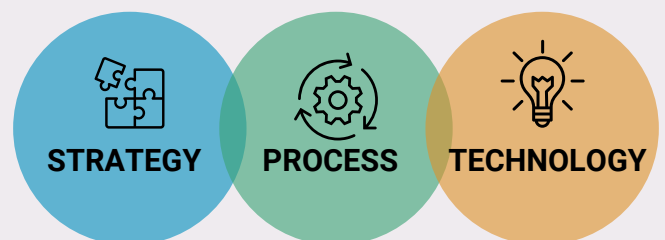
Dartmouth Health & Wellbeing Centre

## How can NHS Trusts achieve sustainability targets with limited funding?

Your Trust will have already started its journey to net zero and will be trying to navigate the complexities of the sustainability agenda. All whilst addressing the 'here and now' priorities of backlog maintenance, improving the quality and quantity of clinical space and seeking cost savings.

Understanding **why** these targets are needed is easy – the NHS in England has set targets to reach 80% net zero by 2040 and 100% net zero by 2045 for the emissions it influences.

The **what** to do and **how** to do it is more complicated and from our experience we believe focus should be placed on the following three key areas: **Strategy, Process and Technology.**



**Achieving your Trust's sustainability targets:  
three key focus areas for success**



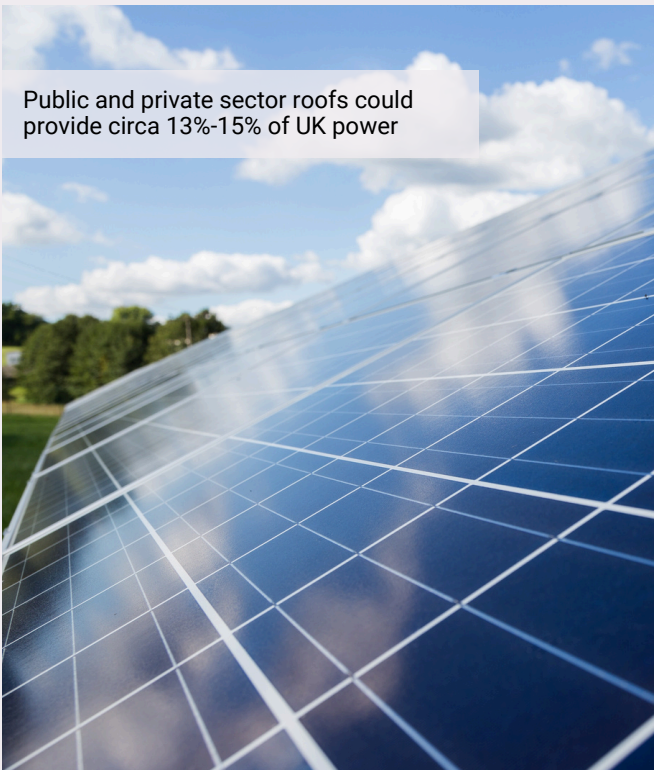
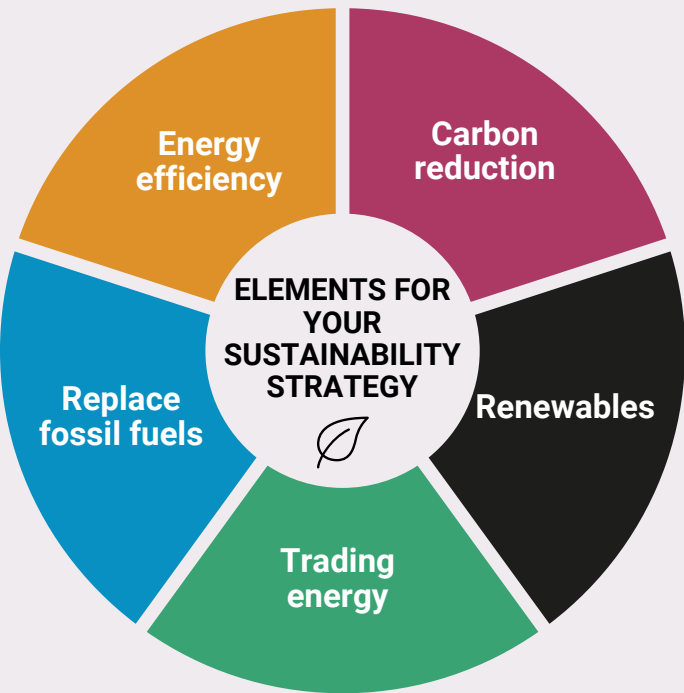
# STRATEGY

**Take a holistic approach with your estate**  
Integrate sustainability into all your estates projects to ensure maximum benefits and demonstrate wider accountability.

**Seek self-funding projects**  
Focus on projects that can be self-funded, for example, solar PV and battery storage which can be done over 25 years with Power Purchase Agreements (PPA). Government funding such as Salix is also available to apply for (see our list of funding options available to you in the table below).

**Set your baseline**  
Understand your initial starting position and baseline, so you can accurately assess progress against targets.

**Invest in feasibility studies**  
Investing in feasibility studies will allow you to determine cost/benefits for the longer term and ultimately get the best value for your estate projects.



Public and private sector roofs could provide circa 13%-15% of UK power

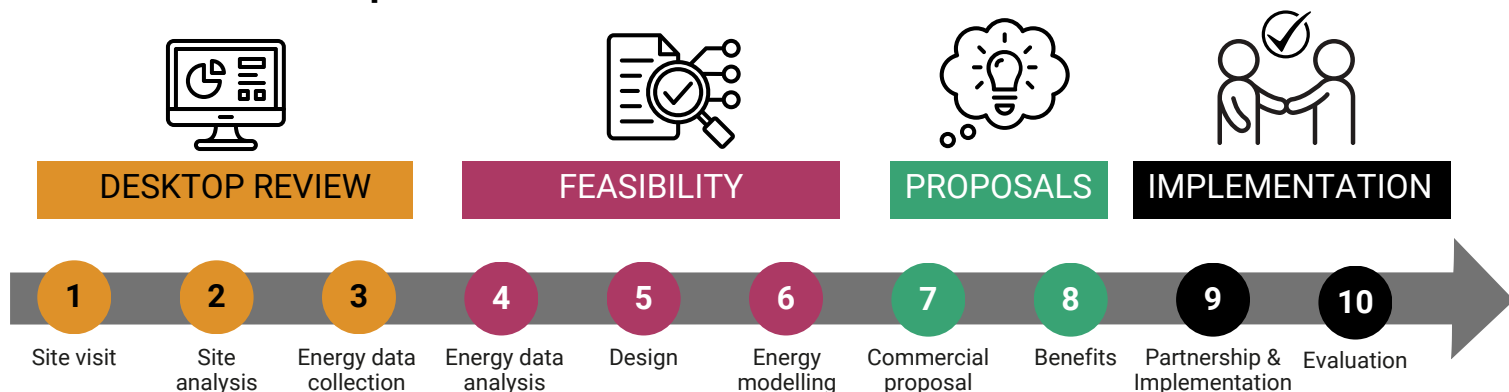
## Funding options 2025-2026

Funding option	Use	Suitability
Phase 5 Public Sector Decarbonisation Scheme	To support estates decarbonisation, mainly acute hospitals.	Any public sector organisation in England
Phase 6 Public Sector Low Carbon Skills Fund	To develop heat decarbonisation plans, mainly acute hospitals, schemes that can be delivered by 31 March 2026.	Any public sector organisation in England
Net zero - solar installations	Solar installations, including those with battery storage.	Trusts
Net zero - EV charging	EV charging infrastructure	Trusts



# **PROCESS**

## Our recommended process



**Current baseline** - Start by properly understanding your current baseline. This vital step is often forgotten or rushed through which can lead to unwise decisions and outcomes that can be costly to fix.

**Review energy holistically** - Take a holistic approach to how you use energy. There could be a multiplier effect to benefit generation and realisation if issues and measures can be addressed together.

**Research various options** - There is rarely a single best option to any energy solution. Considering a range of alternative design solutions and backing these up with detailed energy and cost modelling is an investment which should be viewed as a saving rather than a cost.

**Prioritise funding needs** - Any solution will require funding and some solutions are more capital intensive than others. Prioritise initiatives by payback period if you are short on funds and need to re-circulate capital, or if this is not such a pressing issue, by Return On Investment (ROI). As mentioned earlier, remember that there are various grant funding opportunities that you can bid for as well as opportunities for partnering with third parties for funding and project delivery.

**Make prompt decisions** - The finish line to net zero may seem far away but will arrive sooner than we realise especially as strategies will take time to plan and implement. Your sustainable energy projects must remain at the top of your organisation's strategic priorities and acted upon without delay to ensure targets are achieved in time.

# **TECHNOLOGY**

**Balancing projects** - Balance short and medium-term projects that will provide quick turnaround and revenue from energy, such as solar PV, battery storage and air source heat pumps, with longer term decarbonisation projects such as district heat networks connections, ground source heat pumps, major fabric upgrades, wind turbines, or emerging technologies.

**Don't try to reinvent the wheel** - It is quicker and more prudent to adopt proven sustainable technology measures which are available now.

**Knowledge sharing** - Share your experiences and reach out to others to learn from theirs. We'll meet our sustainability targets quicker by working together.



# THE BENEFITS OF THIS APPROACH



By following our approach, you will quickly start to deliver the following organisational and financial benefits.

## ORGANISATIONAL

- Step change to your organisation's approach to sustainability
- Immediate improvement to your buildings' EPC rating
- Improve your organisation's carbon footprint and ability to market environmental credentials
- Mitigate operational and business risk in relation to future changes to environmental legislation

## FINANCIAL

- Lower your operating expenses from going fully or partially 'off-grid'
- Protection from normal market volatility and ability to forecast future electricity costs in line with business growth and higher energy demands
- Funded solutions eliminate upfront investment that would take cash away from core business activity
- No ongoing maintenance, repair or replacement costs (for funded solutions)
- Savings can be used to fund investment in FM repair / replacement activity, thus prolonging the life of your assets.



**Russ Thompson**  
Senior Consultant

## Need advice for your sustainability strategy? Speak to our Sustainability lead!

We have sustainability experts on hand to help you navigate the needs of your organisation and offer bespoke solutions which work best for you. Our Sustainability lead Russ Thompson can help you with advice or support.

**Email:** russ.thompson@gbpconsult.co.uk

**Mobile:** 07799 019 338



(Click here for Russ's LinkedIn profile)

**Office:** 0121 456 5662

## Having the right business case support is crucial to getting projects over the line

Here is an example of how gbp supports Trusts to deliver NHSE compliant business cases. This project involved a crucial capital investment in the existing Northwood & Pinner Cottage Hospital, facilitating the development of a modern and fit-for-purpose health centre.

gbp consult supported NHS Property Services (NHS PS) to prepare both an Outline Business Case (OBC), Full Business Case (FBC) and subsequent summarised (short form) reports for various governing bodies.

This project enables the sale of the Northwood Health Centre site and surplus land from the current Northwood & Pinner Cottage Hospital site, opening opportunities for residential development and ensuring the best value for money in the disposal process. The scheme is fully aligned with national and local strategic objectives. The FBC has had full support from key stakeholders including NHS PS as landlord and site freehold owner.



### Outcomes / deliverables:

- HM Treasury Green Book compliant OBC and FBC
- Fully compliant Comprehensive Investment Appraisal model
- Scheme proceeded to the next stage
- Maximising use of NHS assets
- Supporting development of a new hospital

► **Read more about this business case here**

# Case study - Hillingdon Neighbourhood Super Hubs Options Appraisal

HHCP's transformation programme aims to develop a new community-based operating model for Hillingdon, with a goal of delivering more care closer to homes.

The emphasis is on early intervention and self-management, with a view to mobilising community assets to tackle the wider determinants of ill health and encourage greater care access outside the acute setting. This gives Hillingdon residents more choice in managing their care. The proposed new operating model will be the development of three new Super Hubs in each of the three Integrated Neighbourhoods shown in the below map.

The vision is for each Super Hub to offer GP core services, additional roles (ARRS) services commissioned directly by Primary Care Networks (PCNs), same day urgent primary care, diagnostics (including ECG, phlebotomy, ultrasound), Care Connection teams, community nursing, integrated musculoskeletal (MSK), therapy teams, community mental health, third sector services and possibly outpatient services.

gbp consult was engaged by HHCP to conduct the options appraisal, establish estate solutions for the three Hillingdon Integrated Neighbourhood Super Hubs and test the viability of the site options. An initial list of sites with the required spatial area was assessed to select the sites to undergo a detailed appraisal.

After developing the methodology, key criterion and scoring approach, we conducted a weighted options appraisal of these sites. This resulted in a shortlist of sites for each of the three integrated neighbourhood areas including technical assessment of the feasibility, affordability and deliverability of each option.

Through financial analysis of the capital and revenue implications, we set out funding options and possible approaches for delivery of the solution for each region, and an overall program requirement.

Our client was presented with a final report identifying viable options for delivery of the proposed regional Super Hubs including the evidence required to discuss solutions with the local council and develop each option to Business Case stage.

**Client:** Hillingdon Health and Care Partners (HHCP)

**Dates:** June-Sept 2024

**Our services:**

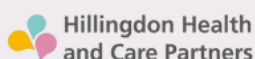
Development of Schedule of Accommodation, and Site Searches including

- Technical Site Appraisal
- Weighted Options Appraisal
- Financial Analysis
- Identification of Preferred Way Forward



Map: Hillingdon Integrated Neighbourhoods

## Client testimonial



gbp have provided HHCP with an excellent service. They have supported the place-based partners in identifying a shortlist of potential integrated neighbourhood Super Hub sites whilst also taking in account patient requirements and likely preferences.

gbp undertook both technical and feasibility studies on behalf of the partnership and ensured input from all partners was incorporated into their findings. Their professional knowledge is current and their products always deliver to an exceptional standard, with their team being responsive and easy to work with.





# SPOTLIGHT: HEALTHCARE PLANNING



## Our work in Merseyside

gbp has extensive experience and expertise in healthcare planning, encompassing concept and visioning, activity and demand capacity planning, design briefs, and schedules of accommodation.

We have been working with Royal Liverpool Hospitals NHS Trust supporting them in shaping their estate's strategy for the future University Hospitals of Liverpool Group. This multi-phase project is designed to ensure a seamless transition and integration of services across the new organisation. We focused on producing visuals and datasets for the new organisation, both as individual sites and as a collective entity. These sessions were crucial in developing high-level strategic priorities, setting the foundation for a unified approach to healthcare delivery.

We further developed the strategic priorities and drafted the high-level implementation and delivery plan. This phase involved detailed planning on where the organisation aims to be and how it will achieve these goals. Our strategic insights and planning expertise ensured that the transition was smooth and aligned with the long-term vision of the Trust.

We are currently supporting the Trust in developing a business case for the re-provision of radiology services on their site. This involves comprehensive demand, activity, and capacity analysis work, ensuring that the new radiology services are designed to meet future needs effectively. Our business case support includes detailed analysis and strategic recommendations, providing the Trust with a robust framework to secure the necessary approvals and funding for this critical project.

## Meet our healthcare planning experts!



**Susan Hancox**  
Senior  
Consultant

**Susan** has over 20 years of healthcare planning experience including developing operational policies and writing comprehensive business cases. She has assisted the strategic planning of NHS estates by working on business cases for acute trusts including capacity planning, models of care and schedules of accommodation. Susan has conducted feasibility studies to enable the provision of primary and community care at scale, aligning healthcare buildings and service models with Government policy. This led to the rationalisation of estates, significantly reducing costs for the local health economy.



**Victoria Smart**  
Consultant

**Victoria** has 18+ years' experience working for the NHS, starting as a registered nurse in acute frontline settings. She has spent the last three years contributing to the transformation of healthcare systems through her work in healthcare planning and strategic development. Victoria has played a key role in writing clinical strategies for Integrated Care Boards including Hampshire, Isle of Wight and Birmingham & Solihull, demonstrating her ability to shape high-level frameworks that influence service delivery and patient outcomes. Currently working in the embedded North Central London ICB estates team, Victoria has worked on a wide range of healthcare schemes including large-scale infrastructure projects.



**Nathalie Wade**  
Consultant

**Nathalie** has seven years of experience in healthcare estates and is skilled in demographic analysis, activity and capacity modelling, and the development of accommodation schedules. Her expertise extends to locality asset reviews, estates strategies, and the masterplanning of acute sites, fostering stakeholder collaboration, improved estate utilisation, and enabled benefits realisation. Nathalie has contributed to multiple HBN-compliant design briefs, ensuring alignment with national policy, clinical direction, and population needs. As a Better Business Cases' Registered Practitioner, Nathalie has also supported the development of several successful Green Book-compliant business cases.

## Meet us at UKREiif!



Key members from the gbp leadership team are attending: **Elaine Siew (CEO)** and **Hugh Robinson (Development Director)** - get in touch!



20-22<sup>nd</sup> May, Leeds

## TEAM NEWS



### GBP GROUP STAFF UPDATES

## Supporting the next generation

In March, gbp consult welcomed two fantastic students from the University School of Architecture for their work placements. Kirsten Huelgas (Year 2) and Lisa Gunn (Year 3) join us for six months as Technical Junior Consultants. They have made excellent contributions to some of our key current projects and we are delighted to be investing in the next generation of passionate professionals.



## Staff promotion - Colin Pape

Colin Pape from our gbp develop team was recently promoted to Project Manager! Colin is currently managing gbp's biggest ever project, the £59m Mossley Hill mental health facility in Liverpool. Colin's promotion is a reflection of the proactive attitude, commitment and focus on high standards that he has demonstrated on this project. He is an inspiration to his team and we have no doubt that Colin will lead both this and future gbp projects through to success.



## New starters!

Since the beginning of the year we have welcomed nine new staff to the gbp family. We continue to grow and are committed to investing in a strong workforce to best serve our clients.



**Sarah Butler**  
Managing Consultant,  
North Region



**Ceri Jones**  
Management Accountant



**Nathalie Wade**  
Consultant



**Ishleen Ghataore**  
Assistant Management Accountant



**Colette Nimmo**  
Estates Manager



**Divya Parmar**  
Marketing & Communications Manager



**Roshni Kaur**  
Business Support Administrator



**James Kyreacou**  
Estates Manager



**Arminder Sangha**  
Finance Manager

## News & insight

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