

Partnerships in Action

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5 Steps to Developing your ICS Estates Strategy

Infrastructure planning is fundamental in the move towards building strong and effective Integrated Care Systems, it also acts as a key enabler to delivering high-quality patient care. From well-designed facilities in the right location, to the installation of technology and equipment, effective infrastructure planning can support local systems in adopting new ways of working and enable effective change to service delivery.

With the pressing requirement for ICSs to have an Estates Strategy in place by end of March 2023, we'd like to share practical insights and a simple 5 step approach that we have developed through successfully delivering over 50 NHS estates strategies and infrastructure planning projects.

gbp's key insights:

Understand the clinical and service model.

Work with commissioners and service leads to ensure estates is responding to the clinical need and model.

A whole system approach. Before embarking on your estate's strategy, it is key to establish a strong governance structure that brings together key partners and to develop your brief.

Relationships and collaboration. Top down and bottom-up approach, take people on a journey. It takes time to build relationships and develop plans, so starting early is vital.

It's an iterative process. Strategic planning is a step-by-step process that requires input from multiple teams.

Robust planning is key. It has to start with a consistent baseline and evidence base.

Infrastructure is a catalyst and an opportunity to support service planning, and drive efficiencies. Good infrastructure enables a seamless response to care requirements and changes in demand.



Step 1: Estates and service baseline, map current assets and services. Visualise potential areas of opportunity, supporting new clinical and service models and highlight gaps (hot spots) in current provision.



Step 2: Demographic Analysis. Identify areas of particular need and expected population growth and change.



Step 3: Workforce Analysis. Gather the information needed to plan effectively and consider broader estate and technology requirements for primary and community care workforce.



Step 4: Capacity and service modelling. A detailed capacity modelling exercise for current and future patient growth, highlighting where there is capacity in the system and where there could be pressure on the system.



Step 5: Priority and opportunity areas. Develop a clear roadmap of investment to maintain, renew and develop the infrastructure. An investment pipeline will support the system in adopting new ways of working and enable effective change to how services are delivered. Align infrastructure priorities and opportunities with clinical and service models.

[Click here to find out more about how we can help.](#)

Maximising the use of NHS buildings

gbpartnerships works hand-in-hand with NHS partners to maximise the utilisation of existing assets and to create better healthcare facilities.

We are in the privileged position to be able to share best practice and lessons learnt from projects across the country. From major variation projects such as reconfiguration works at **Mount Gould Local Care Centre in Plymouth** and a significant three-phase internal reconfiguration of **Canvey Primary Care Centre** to smaller adaptations.

We are able to utilise our end to end services to help you understand how the existing estate can be reconfigured and/or rationalised to make way for changing needs and demands.

As the largest Management Services Provider in the Local Improvement Finance Trust (LIFT) sector in England, gbp delivers a range of services on behalf of 14 LIFTCo's. As such, we are able to play an integral role in a driving forward a wide range of projects that are making best use of the high-quality and flexible LIFT estate.

Our gbp consult expert team can help you develop an understanding of what you have and how it is currently used, we can provide solutions through feasibility studies, options appraisals, and recommendations which we can then help you to implement through our gbp manage team.

If you'd like to find out more or speak to someone who can help, get in touch, we'd be delighted to hear from you.

Case Study

Project: Mount Gould Local Care Centre, utilisation and capacity study, feasibility study onto delivery.

Client: CHP

Timescales: 2020 - ongoing

Delivery: CHP commissioned gbp, via ReSound Health LIFTCo, to undertake a capacity and utilisation study. The purpose of the study was to analyse how the Centre is being used and determine if there is additional capacity that can be used to provide more local services.

Impact: Our analysis and option appraisal provided CHP with robust information needed to decide whether to proceed with the project or not. The Project Board subsequently approved the preferred option of moving Plym Neuro within the Mount Gould Local Care Centre.

By carrying out this study, we have been able to identify existing space that can be better utilised to further improve primary care and bring together services under one roof.



Giving back to the communities in which we work

It's been a year since gbppartnerships formalised support for staff volunteering activities with the introduction of its volunteering scheme. Through the scheme, colleagues across the business have access to four paid days per year to undertake volunteering activities.

It is just one of the ways in which the organisation, through the gbppartnerships foundation, invests in partnerships and relationships that make a positive difference to people's lives.



Ten Recommendations for Meeting the Short, Medium and Long Term Needs for NHS Infrastructure

The first report of the All-Party Parliamentary Group (APPG) for Healthcare Infrastructure launched last month. The report is intended to inform and sit alongside the ten-year Capital Strategy being produced by the Department for Health and Social Care and includes ten recommendations for the Department:

1. Setting and reporting clear delivery dates and milestones for each promised scheme under the New Hospitals Programme (NHP), committing to a cost envelope for each project that will rise with inflation, and providing clarity on the scope of these projects.

2. Each ICS area should devise an 'ICS Infrastructure 2050' submission to the Treasury in time for the next Spending Review.

3. The Department for Health and Social Care and NHS England should convene a National Forum to develop a strategy, which will allow for cross-ICS movement of patients in between social care settings across different geographies, and ensure the care needs of citizens moving between health and social care are not overlooked.

4. The Treasury should undertake an independent, urgent review to report after the next General Election, to not politicise this issue, which conclusively sets out its position on independent sources of finance in building health infrastructure.

5. Each ICS should undertake an audit of key equipment being used across clinical specialities in acute, primary and secondary care settings. The Government should also fund and devolve a programme of rolling equipment upgrades to each of the 42 ICS areas in England.

6. The creation of a single, nationwide patient health and social care data platform with NHS England as the single data controller.

7. The Future of Work Review must set out recommendations for how planning reforms and other building regulations can be shaped to allow more health and care services to be available in community and high street settings.

8. Estates and property management must be clearly devolved to each of the 42 ICS areas in England.

9. The Government and NHS England should consider the option of third-party partnerships for GP premises and provide a targeted fund to modernise and upgrade the oldest parts of the estate.

10. Rules on building utilisation must be reviewed and relaxed to maximise investment in some of the most modern, fit-for-purpose primary care estate available to the NHS.



Click the image to read the full report.

Round-up, news and key project milestones

- **Stourport Medical Centre** officially opened on 12 November
- **Hythe and Dibden War Memorial Hospital** reached practical completion and will officially open on 12 December
- **Edenbridge Memorial Health Centre**, steel frame erected and due to reach completion in autumn 2023
- **Worthing Integrated Care Centre**, on site, project due for completion late 2023
- **Mossley Hill Hospital**, Liverpool, construction has started on site. Due for completion late 2024
- **HSJ Partnership Awards 2023 Finalists**: Finchley Memorial Hospital Community Diagnostic Centre (Estates Optimisation Project of the year) and the Primary Care Patient Record Room Conversion project (Primary Care project of the Year)

