

A background image showing a close-up of a person's hand holding a pen over a table covered with various business charts and documents. The image is partially obscured by a large blue curved shape on the right side of the slide.

**Unlocking NHS estate potential:**

**Real stories of estate optimisation and space utilisation**

**Part 2: Rationalising space across the NHS estate**

# Introducing our speakers



**Simon Taylor,  
Director of Estates  
Policy, Strategy &  
Capital Projects**



**James Page,  
Relationship  
Partner - South**



**Conor Doyle,  
Development  
Management  
Partner**



**Emma Hau,  
Healthcare  
Planner**



**Chris King,  
Head of  
Open Space**



# Agenda



**Importance of estate optimisation in the NHS**



**How we've helped customers with**



**Site  
consolidation**



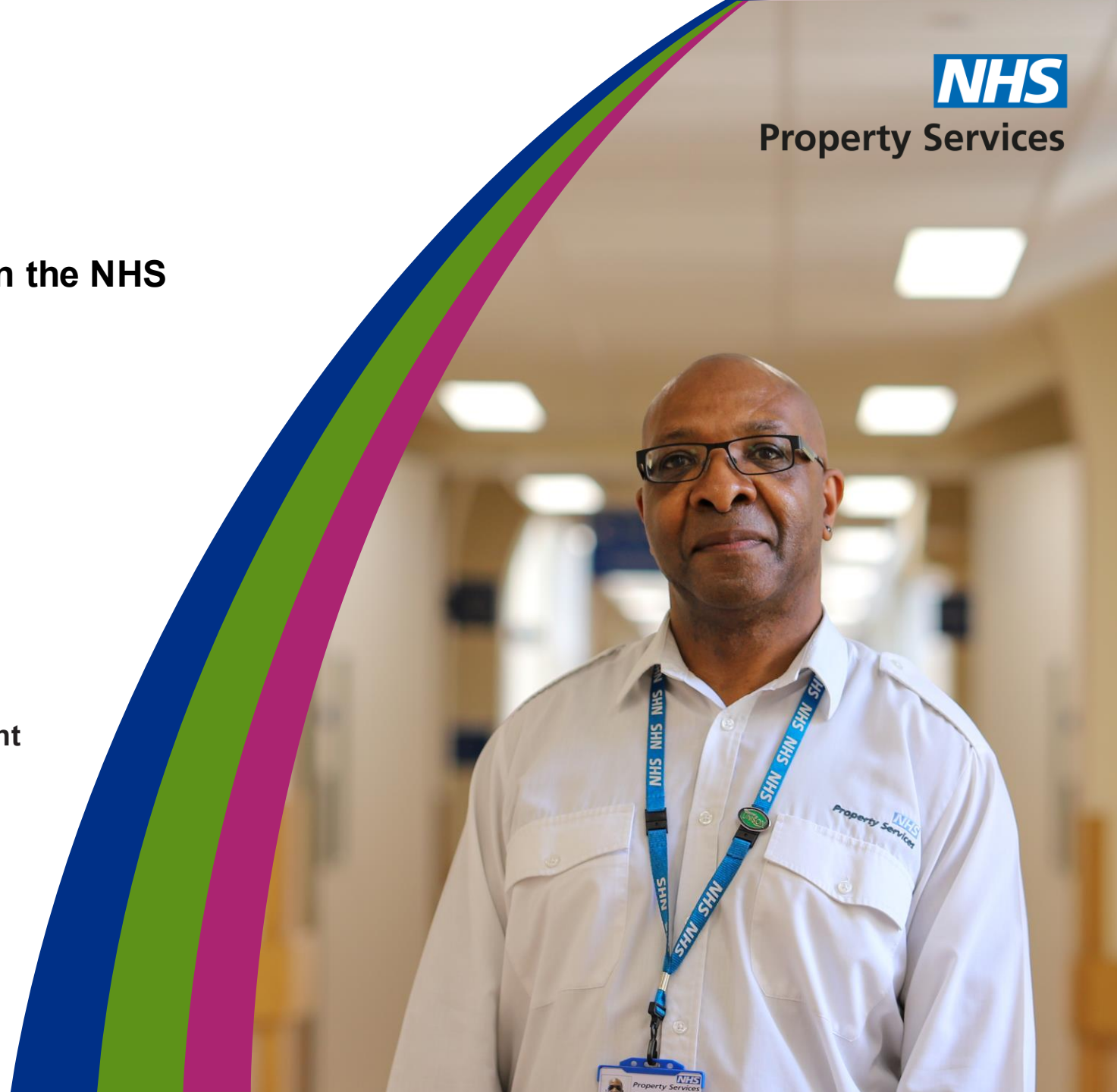
**Estate  
optimisation**



**Effective  
management  
of space**



**Q&A**





# Introduction to estate optimisation

# Why is estate optimisation so important?



10-Year Plan & Estate infrastructure strategies and delivery of NHCs



Improving efficiency and productivity



Utilising Core (and Flex) estate: quicker to use what we have



Capital constraints



Responsibility to taxpayer and patients



Not new, and lots of great work across the wider NHS



Theory and practice in a guide



Working together and learning from delivered projects

# Common themes of successful optimisation projects



Commitment from senior stakeholders



Forward planning for changes: Population  
| Leases | Contracts



Blended / innovative capital funding



Collaboration to share ideas, resources and  
expertise **[and continuity]**



Partnering to share risks and rewards



Estate expertise supporting commissioners  
and clinical teams



Understanding key data and current  
arrangements

Understanding  
utilisation data...



# Site consolidation: Mount Gould Hospital

Contributions from:  
James Page, Relationship Partner (South)  
Geoff Banes, Deputy Chief Executive Livewell Southwest  
Diane Brimacombe, Livewell  
Simon Waters, Regional Director South & East CHP



## The Challenges & Issues:



**Misaligned building use** with ineffective resource allocation



Clinical services were being provided from buildings that were **outdated and no longer fit for purpose**



Admin services were being delivered from more modern clinically suited spaces



**Complex campus:** 2 landlords, 3 service providers



**Funding:** Limited capital required innovation





# Mount Gould

## CORE estate (after investment)

### Phase 1:

Beauchamp Centre  
Podiatry and Orthotics  
services

**Phase 2:** Local Care  
Centre adapted to host  
Plym Neuro services

## FLEX estate

Used by UHP as  
additional step-down  
capacity

## TAIL estate

Potential disposal  
opportunity



## Opportunity:

Collaborative masterplan to achieve clinical objectives.

- **Phase 1:** Refurbishing Beauchamp Centre to host Podiatry and Orthotics services (NHSPS)
- **Phase 2:** Refurbishing Local Care Centre to host Plym Neuro services (CHP)
- **Phase 3:** Re-configured space
- **Phase 4:** Riverside and Avon House



## Outcome & Benefits



**Collaboration:** Teamwork with system colleagues and from a property perspective were “agnostic”.



**Better Quality Estate:** Clinical care provided in modern, **fit-for-purpose environments**. Admin services relocated off-site.



**Increased efficiency and value unlocked:** **Reduced vacant space** at Beauchamp, **repurposed poorly used space** at LCC, **released surplus space**, saving on backlog maintenance.



**Improved health outcomes:** Mount Gould provided additional services and improved patient outcomes.









# Estate optimisation: Chiswick Health Centre

Contributions from:  
Connor Doyle, Development Management Partner  
Emma Hau, Healthcare Planner  
Mark Jarvis – North West London ICS

## Background



NWL ICB allocated site as new **Healthcare Hub** to provide existing and out of hospital clinical services



Unfit for modern day clinical services & significant **backlog maintenance estimated at £12m**



**Previous proposals failed**



**Alignment with NHS long term plan**

### Stage 1: Demolished (Former health centre)





## The Challenge



**Decant of clinical services solution** required to facilitate redevelopment



**Negotiating planning consent** that maximises building floorspace and disposal revenues



**Aligning ICB and commercial strategy**



**Vacant Possession issues**, need for **fluid delivery strategy** and navigating unfavourable market conditions



Stage 2: Decant

Stage 3: Delivered





## Healthcare Planning Journey



Designing healthcare environments requires a balance of **clinical functionality, accessibility and flexibility**.



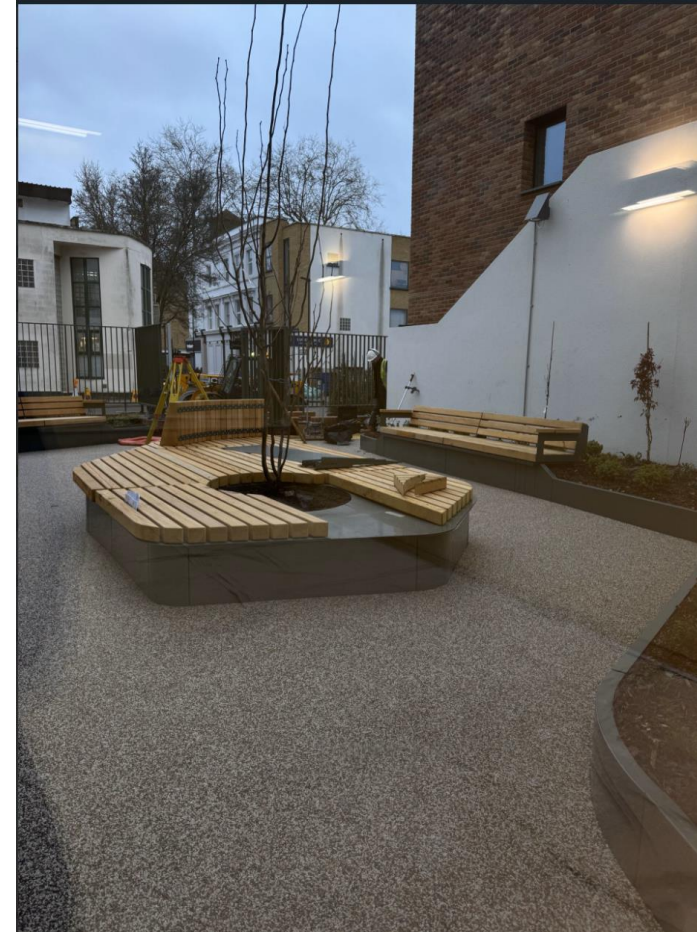
**Healthcare planning** ensured that the building could accommodate **changing models of care**, evolving technological advances and future services.



**Stakeholder engagement** is one of the most critical elements in healthcare planning. Ensuring that all the stakeholders have a voice.



Making sure that the spaces both clinical and non-clinical are the **right spaces for the users** and that they are **fit for purpose**.





## The Solution

- Optimisation with the redevelopment for new **2,348sqm health centre** in line with the ICB's requirement
- Disposing of **60% of site** with planning consent for **55 affordable homes**
- **Continuation of clinical services** at NHSPS owned property during construction before disposal
- **Joint Development Partnership** with LB Hounslow
- Exploring **new flexible arrangements**

## Outcome

- **Shift to neighbourhood environment** – clinical and community provision that supports new ways of working and collaboration
- **State of the art health hub** meeting BREEAM excellent rating and green credentials
- **55 NHS key worker homes**
- **Cross-public sector excellent relationship** with London Borough of Hounslow
- **Very satisfied** patients and staff





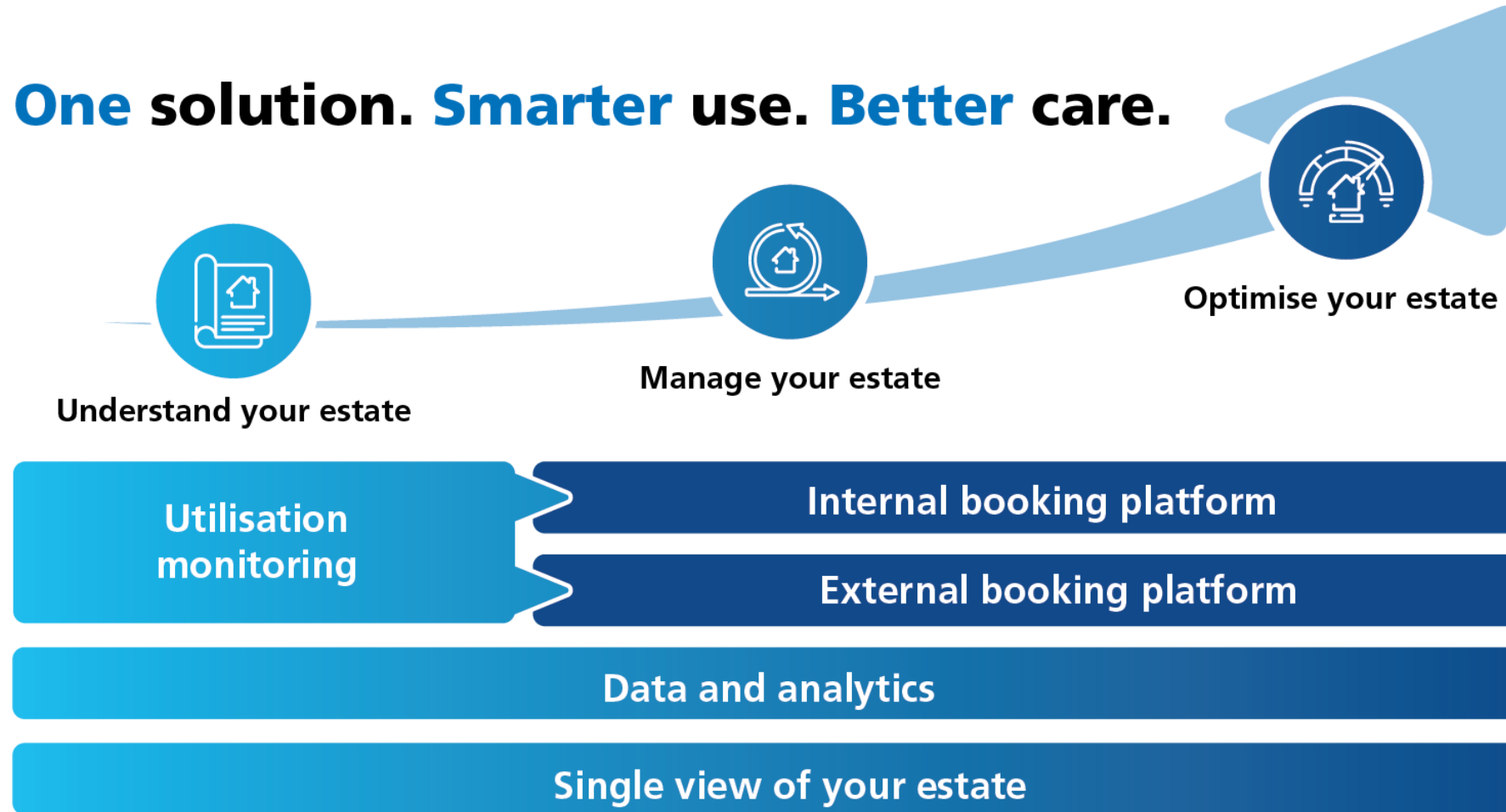
# Effective management of space

Contributions from:  
Chris King, Head of Open Space  
Kate Ronan, CHP



# What is NHS Open Space?

**One solution. Smarter use. Better care.**



# NHS Open Space to date

Launched in 2019, NHS Open Space provides the NHS with a complete space management solution to enable you to understand, manage and optimise your estate. As a result, enabling more services to be delivered to the heart of communities.



**330+**  
sites



**3,000+**  
sensors  
installed



**25**  
studies  
conducted



**1,400+**  
bookable  
rooms



**7,000+**  
users



**190+**  
service types  
delivered



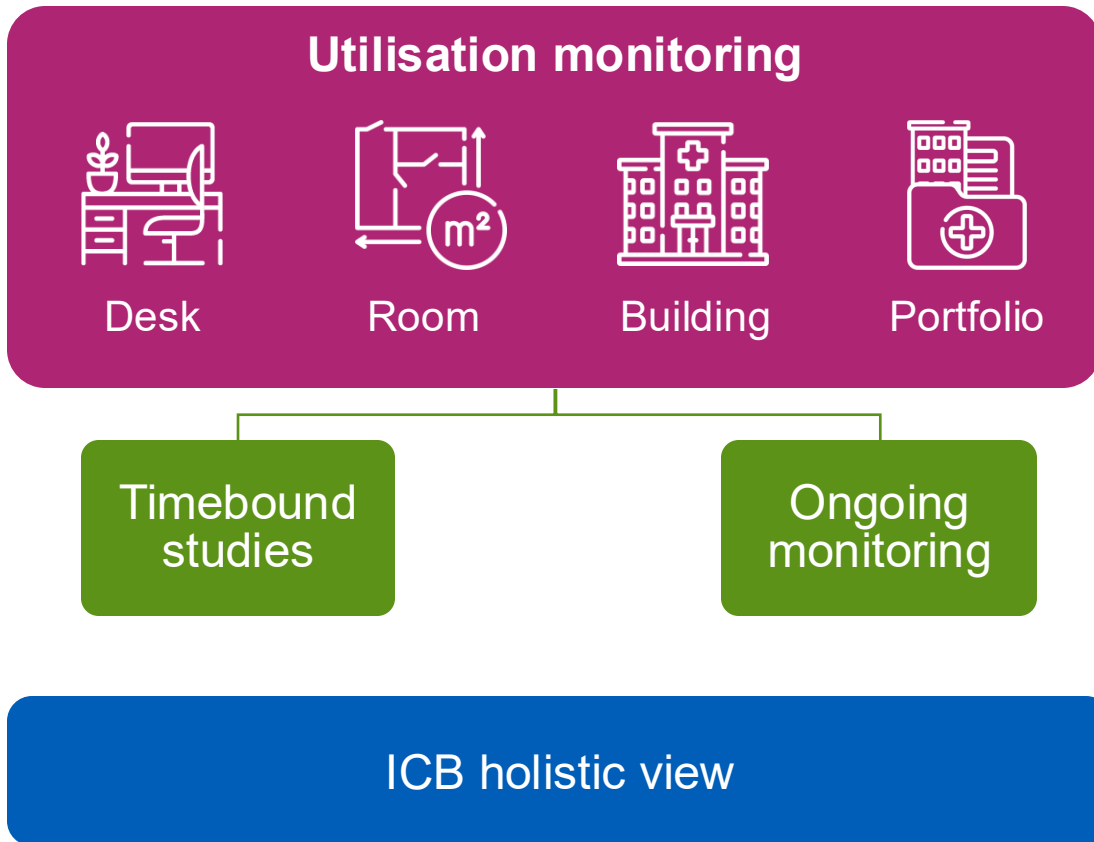
**500+**  
healthcare  
organisations



**9 million+**  
patient  
consultations



# Utilisation monitoring



**3,000+** sensors deployed



**3** utilisation monitoring projects underway covering **550+** properties



**25** utilisation studies



Delivering solutions to **all space types, demised, bookable, vacant** for:

- ICBs
- NHS Landlords
- NHS Users

# Improving space utilisation at Bath Road

## Challenge

- Three-storey property
- The ICB wanted to **understand actual utilisation** of space to facilitate the re-organisation of existing services
- This would enable **additional services** to be relocated to the property

## Solution

- NHS Open space ran a **six-week utilisation study** using **143 sensors across 20 rooms**
- Study revealed that ground and first floor were **7.1% utilised**. Relocation to second floor required space of 15 desks
- Our Estates Strategy team recommended **redesign, refurbishment, and relocation** works to enable the relocation

## Impact

- Relocation of **multiple services** into the property
- **Refurbished kitchen and welfare areas**
- Two sites handed back to landlords, generating savings of **£570k for the ICB** and **£550k for the trust**

# Optimisation through flexible space



## What is it? How does it work?

- An internal and external booking system dependent on customer needs.
- Simple, online booking platform developed specifically for the healthcare sector for clinical and non-clinical rooms on any device.

## The benefits of our booking platform for...

- **Intuitive user interface** that supports maximum user adoption.
- **Easier estate management** saving time and effort.
- **Single view of your estate's booking data** supporting data-driven decision making.
- **Ability to monetise vacant and/or underutilised space.**
- **Supports the delivery of a wider range of services** into your local communities.

# CHP case study

## Challenge

- **Utilisation** of bookable space
- **Cost recovery**
- Current systems causing **administrative burden**
- Third-party room user reach
- Desire to **improve end-user experience**

## Pilot

- **Three-month pilot of NHS Open Space**
  - 18 properties
  - 151 bookable rooms
- **Two ICBs**
  - South East London
  - Staffordshire and Stoke-on-Trent

## Outcome

- User registration efficiencies
- Improved cost recovery: **increased by 66.4%**
- Increased utilisation and access: **21.8% are new users**
- Users reviewed and streamlined booking to align with service needs
- Room booker and colleague satisfaction: **83% positive rating**



# Summary

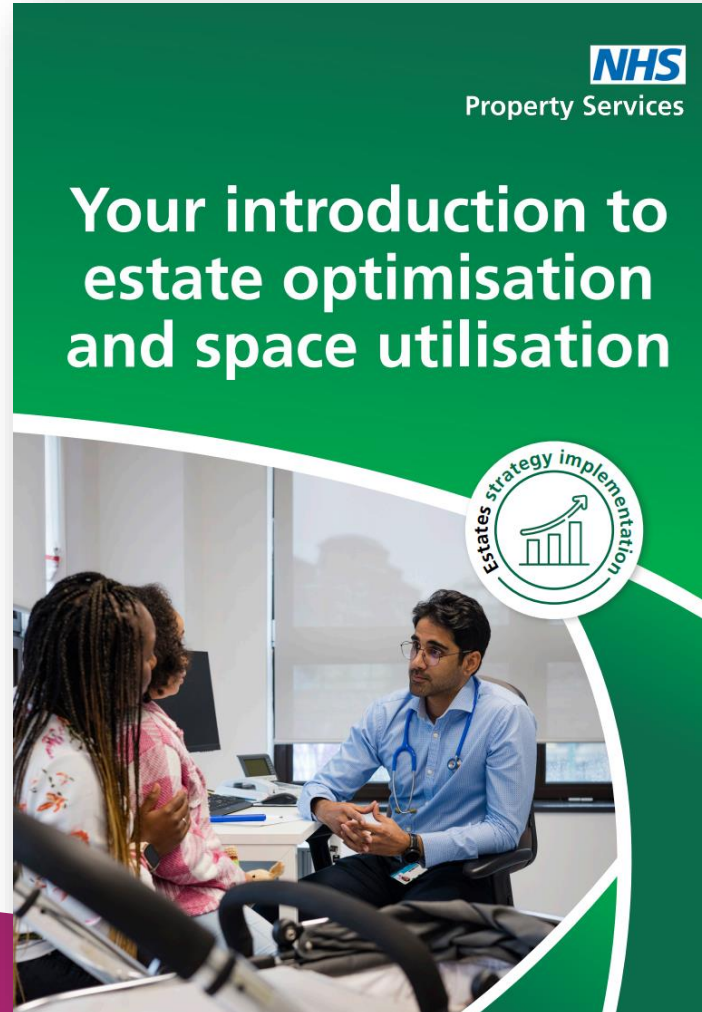
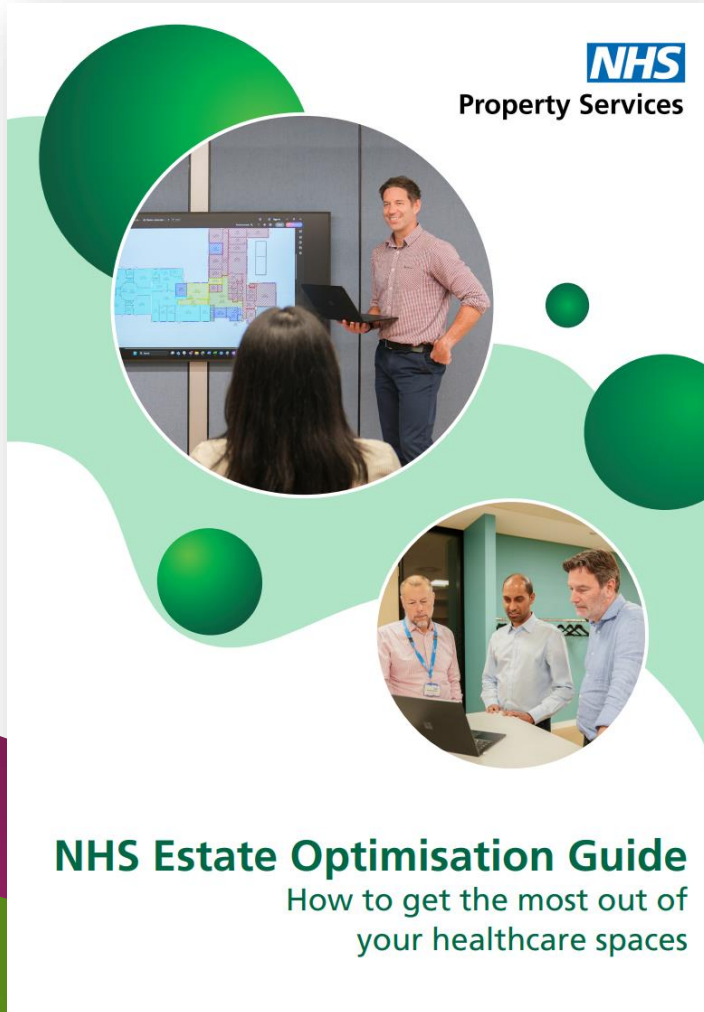
# Our values





**Q&A**

You might also be interested in...



# What's next?



- **Date:** 5<sup>th</sup> November 2025
- **Location:** Westminster, London
- Focus for the event - *Optimising NHS estates: strategies and stories to help you do more with your places and spaces*
- Free of charge event

<https://www.publicsectorconnect.org/nhsprop2025>

## Estates Strategy Implementation: Executing and delivering value through Investment and Development Management

Join us for a focused webinar showcasing how NHS Property Services is delivering measurable value through strategic investment and development management. From acquisitions and disposals to healthcare planning, our expert teams have transformed our own estate—and now, these services are available to our customers.

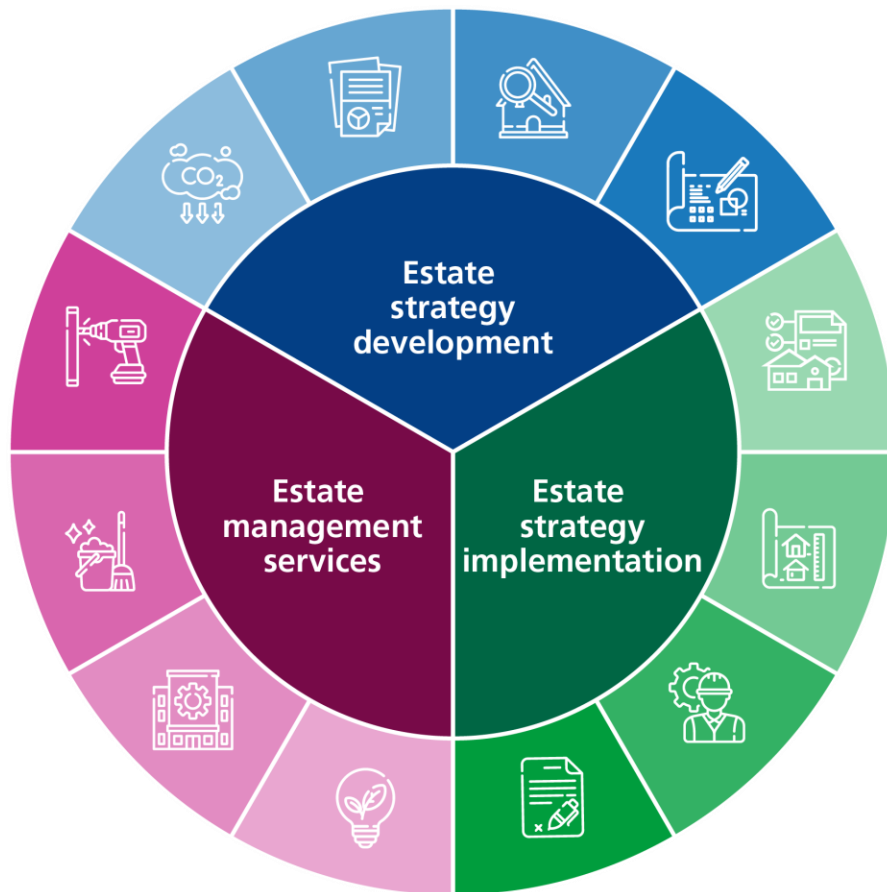


- Hear how we have been partnering with customers to deliver measurable value through the delivery of:
  - Healthcare Planning,
  - Development Management
  - Acquisitions and Disposals
- **Date:** 6<sup>th</sup> November 2025
- **Time:** 12:30 – 1:30pm



# Our simplified service offer

We work hand in hand with you to deliver the services you value most – in a way that keeps you compliant, is delivered sustainably and is backed by data insights. So that you can better assess, adapt and maintain your estate at any or every stage of its life – and keep on delivering for your communities.



## Estate strategy development

- Strategic estate planning
- Options appraisals and funding solutions
- ICB business case development
- Net zero strategy



## Estate strategy implementation

- Estate optimisation and space utilisation
- Town planning
- Property development
- Lease advisory
- Property disposal and re-investment
- Capital project management



## Estates management services

- Hard facilities management
- Soft facilities management
- Property management
- PFI management
- Statutory building compliance
- Carbon reduction and energy management

# Thank you