

# A guide to Property Development





<b>What is Property Development</b> .....	<b>3</b>
<b>What is Development Management</b> .....	<b>4</b>
<b>Why is Property Development important for the NHS?</b> .....	<b>5</b>
<b>What makes us different?</b> .....	<b>7</b>
<b>Why choose us?</b> .....	<b>8</b>
<b>How we're supporting you to achieve the three strategic shifts</b> .....	<b>9</b>
<b>Case studies</b> .....	<b>10</b>

# What is Property Development?

Property development at NHSPS is about shaping environments that enable health and care services to **thrive**. We create and transform built spaces to meet clinical and operational needs, support service transformation, and respond to population health demands. Our approach includes identifying surplus land for reinvestment, aligning assets with service priorities, and navigating NHS and private sector investment frameworks to **deliver long-term value and flexibility**.





# What is Development Management?

Development Management at NHSPS provides expert leadership across every stage of a project — from early scoping and strategic healthcare layouts to stakeholder engagement, planning, procurement and delivery oversight. We ensure developments stay aligned with clinical priorities, funding pathways and regulatory requirements.

## Our service includes:



Programme and milestone management



Stakeholder engagement (e.g. NHS Trusts, ICBs)



Planning and design governance



Risk, cost and compliance control



Acquisition, disposal and reinvestment support

Whether you're an NHS Trust or ICB, we offer the assurance and expertise needed to navigate complex development pathways and deliver meaningful outcomes.

As part of the NHS family, we bring deep understanding of the health and care landscape. We connect estate strategies with clinical needs, funding frameworks and delivery partners — **ensuring your vision is realised with clarity, control and confidence.**

# Why is Property Development **important** for the **NHS**?

The NHS is the largest landowner in the UK, with a vast and varied estate that spans thousands of properties. This footprint is both a strategic asset and a significant responsibility. As the healthcare landscape evolves—driven by demographic shifts, clinical innovation, and financial pressures—the way we manage and develop this estate must evolve too.

Property Development plays a critical role in this transformation. It **enables the NHS to unlock the full potential of its existing sites**, ensuring that buildings and spaces are fit for purpose, future-proofed, and aligned with clinical strategy. Rather than relying on new land acquisition, which is increasingly constrained by availability, cost, and planning complexity, the NHS must look inward—**redeveloping, reconfiguring, and repurposing** what it already owns.

## **1** Maximising value from existing assets

Many NHS sites are underused, ageing, or no longer suitable for modern care delivery. Development Management **identifies opportunities to reimagine these spaces**—whether through refurbishment, extension, or complete redevelopment. This not only improves patient environments but also generates income for reinvestment and reduces backlog maintenance liabilities.

## **2** Supporting the NHS Long Term Plan

By aligning estate transformation with clinical priorities, Development Management ensures that infrastructure supports service delivery. It enables the creation of **flexible, inclusive spaces that meet current and future health needs**—avoiding the need to acquire additional sites where possible.

## **3** Reducing risk and complexity

Redeveloping existing sites comes with its own challenges—legal constraints, planning approvals, stakeholder engagement, and funding. Development managers bring specialist expertise to navigate these complexities, **streamline decision-making, and keep projects on track**.

## **4** Driving sustainability and efficiency

Reusing and upgrading existing buildings is often more sustainable than building new. It supports the NHS's Green Plan commitments and helps create **smarter, greener estates** that are easier to maintain and more efficient to operate.

In short, Development Management is not just about bricks and mortar. It's about enabling the NHS to deliver better care, make smarter use of its estate, and respond dynamically to the needs of patients and communities. As the NHS continues to adapt, this discipline will be central to shaping a **resilient, responsive, and sustainable healthcare infrastructure**.

Area	Customer in-house delivery	NHSPS Development Management
<b>Expertise</b>	Not every organisation has the in-house development management expertise to cover areas like planning, procurement and delivery.	A dedicated team of property experts that brings in-depth experience across all development stages.
<b>Impartiality</b>	Internal teams may struggle to remain impartial, with decisions often influenced by legacy preferences, local pressures, or organisational politics.	As Chartered Surveyors, we ensure impartial, expert-led estate decisions, free from internal bias and aligned with best practice.
<b>Responsibility</b>	Internal teams act responsibly, but their decisions naturally reflect the priorities and pressures of the organisation they serve, limiting true impartiality.	Our Chartered Surveyors are professionally bound to act in the customer's best interests, not NHS Property Services', ensuring truly impartial advice.
<b>Capacity</b>	Can stretch internal resources and slow progress.	Frees up NHS teams to focus on care while managing project complexity externally.
<b>Flexibility</b>	Often limited by internal processes and availability.	Offers greater agility and responsiveness to changing project needs.
<b>Risk management</b>	Higher risk of delays, cost overruns, and compliance issues.	Proactive risk management with clear accountability and controls.
<b>Stakeholder coordination</b>	May struggle with cross-team and external partner engagement.	Skilled in managing diverse stakeholders and aligning priorities.
<b>Value for money</b>	Potential inefficiencies due to lack of market insight.	Ensures competitive procurement and cost-effective delivery.
<b>Innovation</b>	Limited exposure to new approaches and technologies.	Access to best practice and innovation from across the sector.
<b>Governance and compliance</b>	May face challenges navigating legal and planning frameworks.	Experienced in securing approvals and meeting regulatory requirements.
<b>Speed of delivery</b>	Slower due to competing priorities and limited bandwidth.	Accelerates delivery through dedicated focus and streamlined processes.
<b>Outcome focus</b>	Can be more process-driven than outcome-led.	Focused on delivering spaces that meet clinical needs and strategic goals.

# What makes us different?

**We're part of the system** – We understand NHS priorities because we work within them. Our developments are shaped by clinical need, operational pressures and long-term service planning.

**We're customer-focused** – We work closely with service leads, estates teams and frontline staff to make sure every space supports real-world delivery.

**We think long-term** – Our projects are designed to support future models of care, not just today's challenges. Flexibility, adaptability and sustainability are built in.

**We deliver value** – We make the most of public assets, reduce lifecycle costs and ensure every pound spent supports better care.

**We're strategic partners** – We don't just build—we help shape estates strategies, unlock funding, and align property decisions with wider system goals.

**We prioritise equity** – We target investment where it will have the greatest impact, helping reduce health inequalities and improve access.

**We're agile and responsive** – We move quickly, adapt to changing needs and deliver solutions that work in practice—not just on paper.

## We'll help you to:



Identify sites to develop, to better serve your communities and unlock value.



Look into funding options and how feasible each project would be.



Acquire land and manage surplus site sales to release and recycle value.



Create masterplans for each site.



Arrange leases, funding, planning permission and building surveys.



Oversee design.



Project manage the whole process.



Use healthcare planning to create patient-focused spaces that meet NHS standards and evolving care needs.



# Why partner with us?

## NHS meets private sector knowhow

Plenty of our team are ex-private sector with experience of managing external professional teams, so we can bring best practice from the wider world of property development to your estate. Pair that with the fact we're part of the NHS – **with direct experience of how complex NHS development projects can be** – and we've got the right mix of understanding to deliver projects on brief and in budget.

## A network of skills to tap into

Across NHS Property Services, we have experts in everything **from town planning to lease advisory and construction**. So, we bring all those specialisms together on your project and support you every step of the way.





# How we're supporting you to achieve the **three strategic shifts**

**Moving care from hospitals to communities** - Development managers identify and deliver estate solutions that bring care closer to home—working sites harder to, for example, enable integrated health hubs. This shift **reduces pressure on hospitals and supports more localised, accessible care.**

**Moving from analogue to digital** - Development Management collaborates across teams to embed future-ready infrastructure. This includes **supporting the integration of digital solutions**— such as right sizing virtual consultation spaces, smart booking platforms, and sensor-enabled room usage tracking - enabling smarter, data-led estate decisions and efficiency.

**Moving from treatment to prevention** - Our Development Management team works with you to design and deliver spaces that reflect your strategy for early intervention—**creating environments that promote wellbeing and accessible care.** From mental health counselling rooms and smoking cessation clinics to community health hubs, we help shift the focus from reactive treatment to proactive prevention.

# Case studies



## Sexual Assault Referral Centre (SARC) programme, South East England

We have worked closely with NHS England Health and Justice to deliver **six new or replacement SARCs** across the South East.

Each site is designed to meet UKAS accreditation standards, with a focus on trauma-informed environments and forensic integrity. Completed projects include Hampshire, Kent and Sussex.

The programme has **reduced vacant space, improved patient pathways, and supported community outreach.**



The collaboration across NHS England, NHS Property Services, and our provider partners has been **extraordinary**. Every decision, from design to delivery, has been shaped by compassion and a shared commitment to doing right by survivors. **I'm incredibly proud of what we've achieved together.**



NHSE Health and Justice



## Whitechapel Road Site, Tower Hamlets, London

We led the transformation of the Whitechapel Road Site into a life sciences hub, aligning with the NHS Long Term Plan.

The team secured planning approval for **80,977m<sup>2</sup> GIA of life sciences, lab and office spaces** enabling Queen Mary University of London to acquire the site and deliver a masterplan with Barts Health NHS Trust.

The project will regenerate a series of vacant sites and derelict buildings into a global life sciences hub in East London providing **regeneration, employment, inward investment** and for London Borough of Tower Hamlets in particular **delivering economic, health and social benefits.**



## Chiswick Health Centre, London

The project focused on **rationalising inefficient land use and release latent value**. The proceeds of the land sale were recycled back into the new health centre development alongside CIL / s106 planning contributions and NHSPS capital, as well as a grant from NHSE towards the refurbishment of the temporary health centre occupied during the construction phase.

The new health centre hosts three GP Practices, one NHS Trust, the Chiswick PCN (Primary Care Network), and public bookable rooms, delivering a range of primary care and out-of-hospital services to more than **60,000 patients locally**.

A joint development with Hounslow Council was central to delivery of the project enabling the delivery of **55 social rented, affordable new homes** on the surplus land, with preference shown to NHS key workers.





[property.nhs.uk](https://property.nhs.uk)



0808 196 2045



[customer.service@property.nhs.uk](mailto:customer.service@property.nhs.uk)



NHS Property Services



@nhsproperty