

NHS office estate

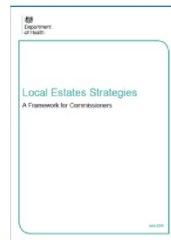
Fit for purpose and value for money

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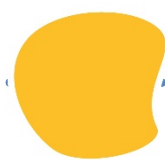
Strategic Estate Planning

June 15



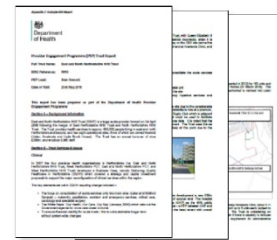
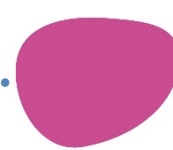
DH and NHSE launch local estate planning with CCGs

Dec 15



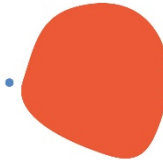
179 interim SEPs were produced covering all CCG areas

Mar 16



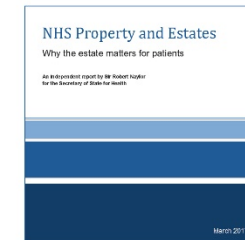
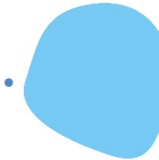
A separate engagement programme to all 239 Trusts was undertaken by DH

Oct 16



STP Estates workstream template completed alongside October submissions

Mar 17



Naylor Review

National office consolidation programme

National Office consolidation programme is a key workstream in SEP

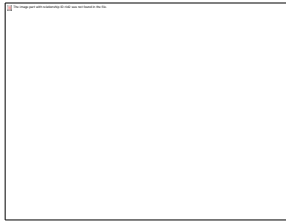
Ambition is to:

- Achieve cost savings and 'right size' the estate by matching supply and demand
- Drive agile working to best exploit these opportunities
- Further collaboration through STPs and closer organisational alignment

Why focus on office space?

- Substantial size and costs
- Quicker and easier to tackle than clinical projects
- Support financial sustainability and revenue headroom to support 5 Year Forward View
- Workplace transformation

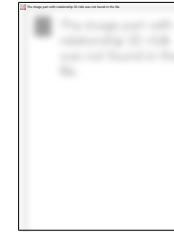
Size of the opportunity?



c.200k office based workers



Circa c.4m sq m



Potential c.£250m savings?

Former PCT estate (NHS PS)

Trust estate

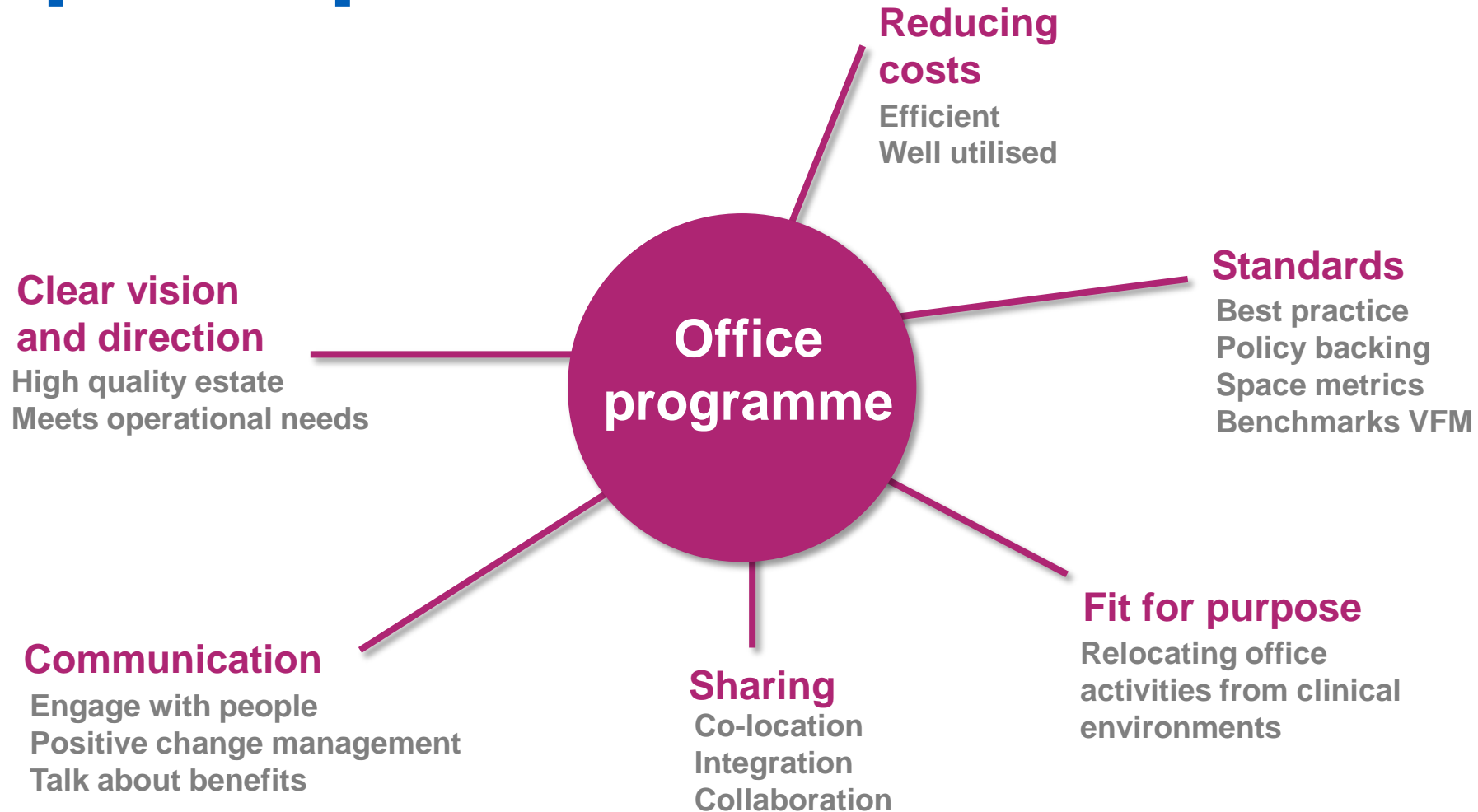
Central bodies & DH estate

Benefits

The benefits of this programme include the potential to support wider aspirations for transformational and workplace change, in addition to cost efficiencies

- Improve workplace productivity
- Support recruitment and retention
- Improve the efficiency and effectiveness of the estate – link to Carter benchmarks
- Optimise technology
- Reduce the office footprint and drive down property costs
- Enable the redevelopment and utilisation of core acute sites

Key principles



Good practice guidelines

GENERAL

Principle of shared office space and facilities:

- Smart working and flexible workspace design
- Creating a work environment that is more adaptive and activity based approach to work
- Allow the work space to adapt to reflect change at minimal cost
- Enable clinical staff to have access to office space where required, collaborative space or meeting rooms
- Clear desk policy (improves security of documents / information and facilitates flexible working practices)

SPACE STANDARDS AND ALLOCATION

- For refurbishments the default will be 8 sqm (or lower) per FTE to reflect the constraints likely to be encountered with less modern buildings (GPA standard)
- Desks allocated on an overall ratio of 8 desks or fewer to 10 people (8:10)
- Use standard desk sizes throughout where possible (1400mm or 1600mm desk)
- Provide desktop connectivity for power and LAN or standardised docking stations

IN PRACTICE

- Dedicated individual offices to be kept to a minimum
- Blocks of desks provided to teams in 'neighbourhoods' to support collaboration, but without restrictions to other members of the wider team using desks if required
- Minimise storage (no under desk pedestals)
- A shared approach to printing
- Provision of informal meeting / break-out spaces for more informal meetings

Developing a Programme approach

Scale & opportunity to adopt & share best practice

Significant running cost savings over five years

Link with GPA and the hub strategy

Follow a common simple approach

Promote collaboration amongst health bodies

Support flexible working practices

Key areas to get right



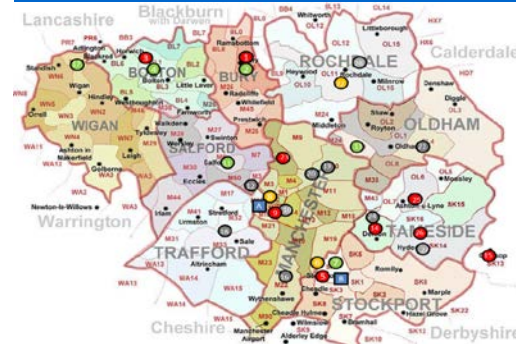
Case studies

Making the estate work harder



Southside, London
4,000 sq m
£18.5m savings (5 years)

Taking an STP-wide approach



Greater Manchester
42,000 sq m
Projected £5m annual savings

Working with local authority and OPE



Birmingham and Solihull CCG
3,200 sq m
Projected savings £500k+

Lessons learnt

Clear vision from key sponsors – endorse and provide traction

Clearly defined engagement strategy

Get to lease events earlier and timely, firm decisions

80-20 rule – small projects are still time consuming

Business Plan not a Property Plan

Early validation of supply and demand records and confirm

Clear investment criteria and affordability criteria

Build in flexibility and resilience for the future

Clear landlord engagement strategy

Don't underestimate 'people support' requirements



Strategic Estates Planning

