

PARTNERSHIPS IN ACTION

Updates from the gbpartnerships group

Summer 2026 - Issue 13



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Neighbourhood health in action

Neighbourhood health is undoubtably a key focus for the UK healthcare industry right now, and it is clear that estates has a major role in supporting the delivery of quality healthcare services closer to home.

gbp has actively worked on community-based projects since our inception and are already working on our next tranche of neighbourhood health projects.

To strengthen our focus in supporting the NHS's ambitions, we're delighted to introduce Henry Claridge, Principal Consultant, as gbp's Neighbourhood Health Lead. Henry will champion gbp's role in supporting the delivery of integrated neighbourhood care - bringing together our

strategic thinking, estate expertise, and collaborative, partnership-led approach to create places that improve access to care and deliver better health outcomes for communities.

We caught up with Henry to find out more about his role and find out what our plans are for the shift to neighbourhood-based healthcare services.



**Q&A with
Henry Claridge,
Neighbourhood
Health Lead**

Henry, tell us why you've taken on this role as gbp's Neighbourhood Health Lead.

I was keen to take on this role because it's the perfect opportunity to use all the knowledge and insight I've built over my time at gbp, and help clients drive forward the neighbourhood health agenda. I've held key roles in embedded teams at NHS ICBs and have a good understanding of what is needed for successful neighbourhood health planning.

I currently work closely with NHS systems to support strategic estate planning and investment into primary and community care, including capital planning submissions. I've mostly recently led neighbourhood health projects such as West Midland Place Pilot Locality plans, and a programme supporting activity modelling translating activity demand into estate requirements.

What does success look like for a neighbourhood health centre in five years' time?

I believe success will be measured by how well Neighbourhood Health Centres (NHCs) support the NHS's three core shifts – and, crucially, by whether they improve access to care, which I see as one of the biggest challenges facing the NHS today.

On the shift from acute to community, success means new services delivered outside hospital settings, giving people easier, more local access to care and freeing up hospital capacity. We'll measure this by the number of people accessing services in these new or repurposed centres.

On the shift from treatment to prevention, success means integrated teams offering a wide range of services in one place – improving access by simplifying pathways and making it easier for people to get the right advice and support to stay healthy.

Buildings will need to be digitally-enabled, with virtual consultation spaces and digital hubs that widen access further – letting patients book appointments, manage benefits, and get support online, alongside more efficient use of staff and estate.

Ultimately, success means better outcomes for the public, improved environments for staff, and a more sustainable, more accessible health and care system.

What relevant lessons has gbp learned from supporting clients with estate projects?

From our work supporting NHS organisations nationally, we know estate planning and delivery is complex and requires significant time to develop and implement. Historically, this has not always been easy, with annual capital allocation and a lack of long term capital planning impacting the ability of our clients to develop projects and strategically plan.

The NHS 10 Year Capital Plan provides the stability needed to progress successful estate projects allowing enough time to develop robust business cases, complete design work, and plan delivery with confidence.

This is particularly relevant for the development of NHCs. The challenge always comes in partnership working, and therefore time is needed to understand the service model and then demonstrate how the estate can enable new ways of working and deliver tangible benefits to patients.



How will underutilised NHS and public-sector buildings be identified and repurposed?

There are many public sector assets that could be better used for neighbourhood working, and there's already a lot of activity upgrading, repurposing and extending existing estate.

The first step is building a clear, evidence-based picture of the current estate landscape. This will involve validating data, mapping services to sites, identifying priorities and opportunities, and visualising assets across neighbourhoods to create a shared baseline for planning.

Next is assessing the capability and potential of those assets. Through feasibility and scoping studies, we can explore the "art of the possible" – how buildings can be reconfigured to support new ways of working, improve access to services, and what that means for timescales and costs.

Finally, capital funding is required for refurbishment and repurposing, as we've seen with Wave 1 of national Neighbourhood capital. But the bigger challenge is rarely the physical estate itself, it's ensuring the upgraded space genuinely widens access and changes how people work, rather than just co-locating teams under one roof.

What is gbp doing right now within the neighbourhood health space?

gbp is actively supporting and working on neighbourhood health projects across all our core functions, with many projects involving collaboration between divisions.

As a managed service provider for our LIFTCo portfolio of buildings, we are currently scoping and delivering 11 projects to adapt and reconfigure building spaces to increase clinical capacity, make better use of quality estate and support the development of the neighbourhood model. In this way, we are supporting the improvement and development of our clients current assets, making the best use of what they already have.

gbp is the largest Managed Services Agreement provider in the NHS LIFT sector in England. Providing management services to 14 LIFT companies, we have a £1bn+ portfolio of over 85 health care centres, community hospitals and mental health facilities.

We're supporting NHS systems and organisations to secure capital for investing into Neighbourhood health. An example is securing Utilisation and Modernisation Fund (UMF) funding and delivering projects in London and the Midlands. We've always been passionate about investment in primary care, which is a key pillar of the neighbourhood model.

We're also supporting with capital estates investment proposals to NHSE for Neighbourhood Health Centres. Through our strategic estate partnerships with systems in London and the Midlands, we had already supported an understanding of what assets that can be invested in, developed a pipeline estate development opportunities and undertaken feasibilities and scoping studies on current assets.

On a strategic level, we're assisting the Neighbourhood integrators in London develop an estate strategy that enables neighbourhood health delivery as per the national guidance. This involves identifying opportunities for co-location and shared use of space and sets out a short, medium and long-term estate plans to support neighbourhood working.

With partnerships as a core ethos at gbp, we're also facilitating collaborative discussions in this area. An example is helping our clients in Liverpool to begin a new phase of neighbourhood level estates collaboration with a series of workshops, encouraging a shift from the singular thinking of individual organisational buildings to viewing the estate as a shared neighbourhood asset. From the outputs and feedback, this has clearly demonstrated the value and benefits of bringing people together to build shared understanding and collective problem solving, laying strong foundations for neighbourhood estate transformation.



Neighbourhood Estates Workshop, South Liverpool

Final question Henry, why should healthcare organisations appoint us for neighbourhood health projects?

We at gbp understand that each system is different but our experience of supporting clients across the country means we can bring expertise and learning from these engagements to support clients' individual needs. This allows us to give flexible and tailored support.

We know estate can be a real catalyst for change and development, and the 10 year Capital Plan has added emphasis to this. We can support clients to navigate the complexities of delivering neighbourhood capital schemes because we have done it before, and we are already part of the current developments.

We can draw on our experience to quickly analyse and understand the situation to make the best use of your current assets and recommend quick wins that make valuable impact.

Most importantly, we have the strength of the wider gbp group's 25 year-long expertise in managed services, asset management, property development and long-term healthcare partnerships. This means we can provide practical, end-to-end support for neighbourhood health delivery through all areas of service transformation, activity modelling, strategic estate planning and property development.



Get in touch with Henry

To discuss your neighbourhood health projects, please contact us.

Henry Claridge

Principal Consultant / Neighbourhood Health Lead

Email: henry.claridge@gbpconsult.co.uk

Healthcare on the high street, supporting neighbourhood health

Our recent joint article with LM (Real Estate) explores the growing role of retail destinations in delivering community-based healthcare, and the practical challenges that still need to be overcome. Check out the article [here](#).



The Redhill CDC @ the Belfry Shopping Centre

Case study

The Redhill Community Diagnostic Centre

The new Redhill Community Diagnostic Centre (CDC) is transforming access to diagnostic testing for the local community, providing much-needed capacity and convenience closer to home.

The modern community healthcare facility located in the Belfry Shopping Centre delivers a wide range of diagnostic services including CT scans, X-rays, ECGs and ultrasound.

Appointed via the NHS SBS Framework, gbp consult drew on extensive experience in design and management of CDC projects to shape a robust and successful delivery approach with Surrey Heartlands Integrated Care System (ICS). Our involvement from inception helped define the vision and strategy which we helped deliver.

Our approach

Playing a pivotal role from the outset, gbp consult shaped the delivery approach with a feasibility study at RIBA Stage 1 - defining the optimal approach to procurement, commercial arrangements, programme and risk management - all within demanding timescale and budget constraints. Our approach and outputs included:

- Selection and appointment of a full multidisciplinary design team
- Implementing a single point of contact and single contractual arrangement - streamlining governance and improving coordination.
- Coordination of design team workshops, meetings, commercial discussions
- Stakeholder engagement between two Trusts, shopping centre management, ICB, and others
- Key advisory role for main JCT contract award, exploring three potential procurement routes, resulting in framework tender exercise.
- Contractor evaluation and appointment advisory and coordination of tender process
- Continuation of project management through to RIBA Stage 7.

Client: Surrey & Borders Partnership NHS Foundation Trust (SABP)

Dates: Apr 2024 - Feb 2026

Services: Feasibility study, project management & design team management



Results and impact

- Positive initial patient feedback received
- Successful working relationship with client and project stakeholders through delivery model and approach.
- Challenging programme milestones achieved via robust programme and risk management throughout.
- Introduction of early strip-out enabling works package, significantly de-risking the main contract.
- Existing fire compartmentation issues and screed failures within the unit identified and addressed at early stages of design development and the tender process.
- Extensive commercial support for a complex first-floor development above occupied units, including the negotiation of a Licence to Alter and a detailed drainage installation strategy to ensure minimal disruption and commercial compliance.

Celebrating 25 years of NHS LIFT Programme

Key partners across the health sector are celebrating the 25th anniversary of the NHS LIFT programme this year - a public-private-partnership programme that has delivered quality neighbourhood health facilities across England for the last 25 years. This has been a vital programme that has delivered 350 quality neighbourhood health facilities since 2001.

With our roots deeply embedded in the LIFT programme, we also celebrate 25 years in business. gbp is the largest Managed Services Agreement provider in the NHS LIFT sector in England, providing management services to 14 LIFT companies, and a portfolio of over 85 health care centres, community hospitals and mental health facilities, worth £1bn+.



Mount Gould Local Care Centre



Oldbury Health Centre, variation works

Sandwell Estates Partnership was recently granted planning permission for proposed Variation works to Oldbury Health Centre in the West Midlands.

Working alongside Community Health Partnerships and supporting the national Neighbourhood Health Rebuild programme, the planned refurbishment works starting on site Summer 2026 will create additional consultation rooms, refurbished administration spaces and improvements to staff accommodation to NHS design standards.

gbp Manage and Develop are providing Legal, Commercial, Project Management and Clerk of Works services through the development and construction phases. Our gbp Consult team are also supporting the Variation by carrying out initial Feasibility and Space Utilisation studies and agreeing the overall decant strategy. We're delighted to take on another project at this superb community-based health facility with our partners.

Lessons from public sector business cases



We've repeatedly seen across healthcare and local government business case projects that the term "business case" can mean very different things in practice.

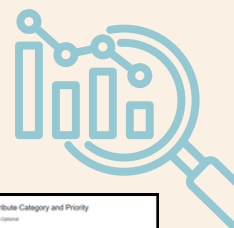
While both sectors work within Green Book principles, NHS and local authority approaches often vary significantly in how cases are developed, documented and approved. NHS business cases are typically more detailed and prescriptive, with greater assurance requirements and multiple approval stages, whereas local government often favours shorter, more concise reports. Without early alignment, these differing expectations can lead to delays, frustration and unnecessary rework.

Our experience over the past 25 years has shown that early collaboration is key. Taking time to understand each organisation's governance requirements, reporting formats and approval processes helps create a smoother path to approval and strengthens partnership working over the longer term. In some cases, a single business case may not be enough to satisfy both routes, making tailored versions or a robust executive summary a more effective solution.

Whatever the approach, success depends on ensuring everyone is clear from the outset on the level of detail required, the work involved and the timescales for delivery, helping all parties meet their internal requirements as efficiently as possible.



Cost Improvement Planning for Estates & FM

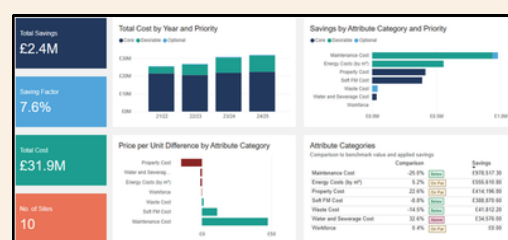


It can be complex, fragmented and time-consuming to analyse the data needed to make confident, defensible Cost Improvement Planning-related decisions regarding Estates and Facilities Management. Discussions can become reactive or overly cautious, risking missed opportunities for genuine savings.

On a recent webinar, we showcased our **NHS EFM Cost Improvement Planning (CIP) Tool** which is designed to help NHS Trusts easily translate complex estates and FM data into clear, prioritised, evidence-based actions aligned to strategic and operational realities - and build a robust Cost Improvement Plan.

By combining national benchmarking, real-world operational data, and deep NHS estates expertise, the tool provides a rapid, evidence-based view of where efficiencies can be achieved within Trust estates, without increasing risk.

Missed the webinar or want to find out more? Get in touch on enquiries@gbpconsult.co.uk and we can arrange a 1-2-1 overview, and prepare a free diagnostic assessment for your Trust.



CIP Tool dashboard example



Joseph Butron

Sarah Butler

TEAM NEWS

GBP GROUP STAFF UPDATES

Giving back to the community

We're really pleased to see so many of our staff from all divisions taking advantage of the four volunteering days per year we offer. We've had various teams proactively seek out volunteering opportunities and make arrangements, taking time away from their desks to serve the communities we operate in.

In Birmingham, groups went for a canal clean up and helped out at a food redistribution charity, and at a community allotment up in Greater Manchester, a big group took on various tasks including weeding, planting, clearing and repairing. Well done to all volunteers, and thank you!



gbp anniversary fundraising

As part of our 25th anniversary celebrations, Our staff chose three wonderful charities to support with fundraising efforts, and have already been busy carrying out various activities to raise money - almost £4k has been raised already! A team of nine took on the Tough Mudder challenge - 5km run + 12 obstacles and our Development Director, Hugh Robinson, undertook the Fred Whitton cycling challenge - a mammoth 106-mile cycle sportive through mountain passes in the Lake District. [Find out more about the charities we are supporting.](#)



New starters

Since our last newsletter, we have welcomed the following new staff to the gbp group. We continue to grow and are committed to investing in a strong workforce throughout our divisions to best serve our clients.

- Darrel Coltrini - Head of Asset Management, gbp manage
- Isaac Akintayo - Estates Manager, gbp manage
- Caroline Buffey - Business Support Assistant, gbp consult



Caroline and Tamsyn Flynn on site at Weybridge Health Centre

News & insight

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