

Estates Strategy

2021 – 2026





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Gloucestershire Health and Care
NHS Foundation Trust

Our Estates Strategy 2021 – 2026

1. Introduction

Our **Estates Strategy** for 2021 – 2026 will take us forward on our journey to ensure that we are delivering services in the right locations, from high quality, effective estate.

We formed in 2019 following the merger of two strong, high performing Trusts and this strategy will build on the creativity, passion, drive and expertise shown by our colleagues in the process as well as building on the experiences of our responses to COVID.

This strategy does not sit in isolation but as one of six integrated enabling strategies that underpins the delivery of our overarching strategic aims and the Trust's vision; *Working together to provide outstanding care.*

Our services cover the whole of Gloucestershire and we have produced this strategy to explain how we utilise the estate as an asset and key enabler to deliver outstanding services.

It recognises that not all services are delivered from buildings that we own or lease – but are integrated into our communities with staff working out of health centres and community venues such as libraries or schools or frequently delivering services in people's own homes. Many of our services are delivered in partnership with primary care, social care and the voluntary sector and our estates strategy will be a key way in which we can continue to facilitate wider integration and partnership working.

Our strategy recognises the importance of providing fit for purpose physical buildings in settings close to our patients' homes. We recognise that the quality of the environment impacts on the quality of the services we provide thus ensure that our services are delivered in fit-for-purpose settings close to our patients' homes is key. This includes occupying our system and public sector partners' buildings, and vice versa where this is functionally and financially viable.

We have co-produced this strategy with our colleagues and by reflecting on what we've been told through a range of engagement events. This strategy is not a static document, as service strategies evolve and develop, so must our estate, but it lays out a roadmap for our ambitious but realistic plans for the next five years.

In line with our values we will continue to listen and work in partnership with colleagues as well as patients, stakeholders and communities.



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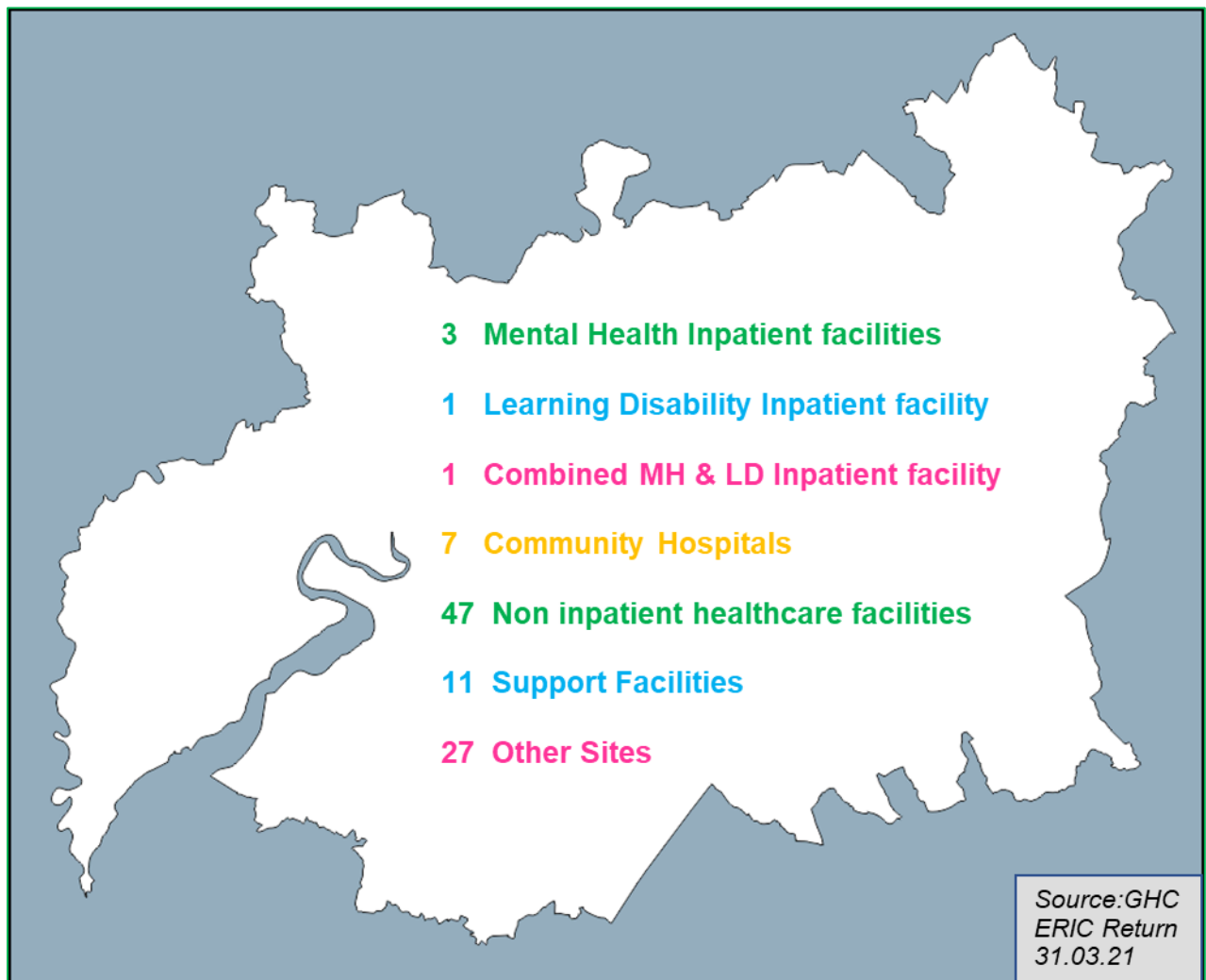
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2. The GHC Estate – Where are we now?

We operate from over 140 premises which includes 7 Community Hospitals, 2 Mental Health in-patient units and a varied portfolio of clinical and non clinical buildings across the whole of Gloucestershire.

Figure 1: The GHC Estate



An analysis of the GHC property portfolio is undertaken in March each year through the NHS Estates Return Information Collection (ERIC). This provides real time estates information allowing organisations to benchmark their performance.

The Trust currently has 49 freehold ownerships totalling 74,300 sq.m. The annual ERIC analysis provides a breakdown of this total owned estate into 'Inpatient Units' and 'Other Reportable Sites' (freehold buildings more than 150 sq.m.) as follows:

Table 1: GHC Freehold ownerships

Estate type	Description	No. of Sites	Gross floor area (Square metres GIA)	Approx total site area (hectares)
Inpatient Units (IPU)	Mental Health and Learning Disability inpatient units and Community Hospitals	12	47,943	21.1
Other reportable sites (ORS)	Non inpatient healthcare facilities, support and other sites	37	26.357	5.6
<i>Source: GHC ERIC Return 31.03.21</i>	TOTAL	49	74,300	26.7 (66 acres)

The impact of the COVID-19 pandemic has changed the landscape of delivery across health care services and at the time of writing the strategy, it remains unclear exactly what the long term impact will be on how people want to utilise our physical Estate. It has however, provided a platform for Estates processes, projects and partnerships to be reviewed. We have taken the opportunity to embed technology, adopt more efficient processes and strengthen working with system partners to realise efficiencies.

This work will continue to be key to delivering clear estate development and rationalisation plans and ensuring that over the next 5 years our Estate continues to offer flexible, value for money and fit for purpose accommodation that meets the needs of our new ways of working.

3. Our Achievements

Ensuring that good quality, therapeutic environments are in accessible locations and designed to meet the needs of our services now and into the future has been a key priority. Our aspiration to reduce health inequalities and continue to improve accessibility are key strategies for the future. To date, we have achieved:

- Providing the foundation of a fit for purpose Estate
- Supporting strategic service initiatives
- Optimising Asset Holdings
- Revenue savings from moving to lower cost settings
- Disposals to generate capital receipt

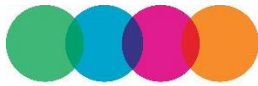
Table 2: Estates & Facilities Achievements 2019-2021

Statutory compliance across estate			
Developments, re-purposing and disposals	Optimising Asset Holdings	Revenue savings from moves to lower cost sites (to 31.03.21)	Supporting strategic service initiatives
Enabling Trust response to Covid-19 requirements	Montpellier upgrade £1.5 million project	Vacation of GCC sites by GHC ICT staff Total Saving £400,000 per annum	Stroud AHU Endoscopy & General Liquid Oxygen
Refurbishment for Learning & Development Hub at Invista	The Maxwell Suite £80,000 upgrade		Flat refurbishments and decant at Berkeley House
New Forest of Dean Community Hospital (Full Business Case)	Acorn House (CYPS) £380,000 upgrade	Vacation of NHSPS sites by GHC colleagues Total Saving £150,000 per annum	Homeless Healthcare relocation to Rikenel
Holly House & Hatherley Road site disposals (Due to market)	Backlog maintenance: £2.7 million cleared 2020/21		Estates & Facilities Hub at Rikenel
Sustainability Improvements			
Trust-wide Electric Vehicle charging points 18 available (to 31.03.21)		Boiler and generator replacements (6 locations) / LED upgrades (5 locations) and Solar PV installation (2 locations)	

We undertook an extensive condition survey undertaken in 2019. This identifies where we need to invest in strategic sites and where backlog maintenance may prove uneconomic as the older estate is not capable of becoming fit for purpose.

Having identified those parts of our estate that require modernisation, technology upgrades or re-purposing, our Capital Management Group assesses our service needs and prioritises investment in a rolling five year capital plan.

The capital plan is funded through our cash reserves and disposal proceeds from assets identified as surplus to operational requirements. Table 3 below summarises the capital plan for the duration of this strategy with our current priority being the development of a new Community Hospital for the Forest of Dean.



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A number of sites, confirmed as surplus by clinicians and commissioners, will be sold over the next 2-3 years, with a process in place to initially offer the asset for acquisition by other public sector partners. The proceeds of these sales are used to fund future capital projects.

The Trust occasionally benefits from individual donations of assets of funds which are also directed to fund our capital plan.

Table 3: The current GHC capital plan

GHC Five Year Estates Capital Plan (£000s)	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Developments						
Forest of Dean Community Hospital	3,000	16,000	3,500	0	0	22,500
LD Assessment & Treatment Unit	0	0	2,000	0	0	2,000
Cirencester Campus	0	0	5,000	0	0	5,000
Sub-total	3,000	16,000	10,500	0	0	29,500
Land & Buildings						
Buildings	4,737	2,500	2,500	1,000	1,000	11,737
Backlog Maintenance	4,431	0	1,050	1,250	1,393	8,124
Urgent Care	750	0	0	0	0	750
Sub-total	9,918	2,500	3,550	2,250	2,393	20,611
Total prior to proceeds / donations	12,918	18,500	14,050	2,250	2,393	50,111
Disposal proceeds (NBV)						
Ambrose House		-785				-785
Holly House		-164				-164
Hatherley Road		-400				-400
Forest of Dean sites			-4,454			-4,454
Donations						
Charitable Funds - Cirencester scheme (Malmesbury)			-5,000			-5,000
Total after proceeds / donations	12,918	17,151	4,596	2,250	2,393	39,308
<i>Note: The above extract excludes IT, Medical Equipment and Unallocated capital from the current GHC five year capital plan</i>						

In addition to the proposed major capital development in the provision of a new Community Hospital for the Forest of Dean, investment is currently scheduled for the refurbishment of the Minor Injuries and Illness Unit (MIIU) and Jubilee Ward at Stroud General Hospital.

The Trust continues to be a key participant in the One Gloucestershire Estates Board and ICS-wide Estates initiatives.

4. Our Challenges

This strategy is not a static document. As service strategies evolve and develop, so must our Estate. In order to meet the Trust's ambitious strategic aims, we must accelerate their transition. Our Estate must adapt and innovate to accommodate future ways of working.

One such recent change has been the speed and agility of change with digital services. The Covid-19 pandemic has altered the expectations of staff and the wider public to one where many interactions are now virtual or online. This, in turn, can alter the way in which we use our buildings.

We will continue to review the way in which we need to use the Estate - embedding greater use of technology may help to support rationalisation of our estate. A strategic estate utilisation project will be a key development piece for us moving forward.

System-wide integration of Estates Strategies is also key to providing agile, technology-enabled accommodation, providing the capacity to address the assessment, diagnosis and treatment backlog and the additional space requirements for COVID-secure environments.

Our Challenges

- Limited access to capital – internally sourced cash for capital projects;
- Estates efficiency savings increasingly challenging;
- Large, diverse portfolio – resource implications to manage 140 sites;
- Balancing service accessibility with Estate quality and affordability;
- Net Zero Carbon targets by 2050;
- Changes to International Financial Reporting Standard (IFRS) with leasing now treated as capital spend;
- Backlog maintenance affordability increasingly challenging;
- System-wide capital envelope reduces ability to use cash reserves;
- Community Estate requires expansion with new services and colleagues;
- Housing solutions required with more treatment closer to home;
- Estate needs to be 'Pandemic-ready' for future challenges.

Our Estates Strategy sets out a vision of an efficient, sustainable and clinically fit for purpose estate. This adheres to national NHS Policy for the delivery of the Five Year Forward View and the implementation of new models of care.

5. Our ambition – formulation of the Estates Strategy

An Estates Strategy is defined as “A long-term plan for developing and managing the estate in an optimum way in relation to the Trusts service and business needs. On a practical level, the Estates Strategy identifies and manages the risk of compliance with statutory building responsibilities, CQC standards and financial risk from voids, backlog maintenance and capital costs.

Across Gloucestershire we have a shared ICS Estates group and the Trust is a key partner in the One Public estate work. However, there is more work to do here to understand our collective estate utilisation and future aspirations and as one of a number of anchor institutions in the system we recognise the importance of playing a pivotal role in the system wide estate development.

Co-production and collaboration are key to how we will achieve our Trust’s strategic aims and estate ambitions. We have completed an analysis of our Estates aims to assess how they support the Trust’s overarching strategic aims:

TRUST STRATEGIC AIMS	ENABLERS					ESTATES
HIGH QUALITY CARE	Q U A L I T Y	P E O P L E	D I G I T A L	R E S E A R C H & I N N O V A T I O N	F I N A N C E	High quality, accessible locations. Therapeutic settings. Safe, effective and efficient delivery.
BETTER HEALTH						Embedded technology. Partnership with community and system. Integrated, cost-effective services.
GREAT PLACE TO WORK						Safe workplace. Welcoming settings and culture. Adoption of new ways of working.
SUSTAINABILITY						Reduced carbon footprint. Cost-effective re-purposing of estate. Supply chain realignment.
SYSTEM-WIDE INTEGRATION						

During the development of the Estates Strategy we undertook a series of engagement, co-design and participation events with people who use our services, colleagues and system partners. Our goal was to make sure we understood what Service’s aspirations were, what benefits or important outcomes needed to be achieved and what was important to people who use our services.

6. Our Estates Vision

“To enable the delivery of outstanding, place-based care by providing high quality settings in the right locations for people”.

Improving our patients’ health and well-being and the way in which they experience our services, through the effective use of our Estate and facilities is at the core of our strategy. This means that we will ensure that people can access services that are in the right place, for the right person at the right time.

To deliver our vision we have identified six strategic aims that align with the Trust’s priorities. Against each of our aims we have identified overarching goals, a number objectives and how we will measure success:

7. Our Estates Strategic Aims

1. **Ensure our Estate provides efficient and effective spaces that are fit for purpose;**
2. **Strengthen Estate integration by working with System Partners;**
3. **Ensure we are making the best use of our Estate;**
4. **Embedding Sustainability models and approaches into our Estate management;**
5. **Maximise innovative property solutions;**
6. **Ensure our Estate supports the health and wellbeing of our people.**

Estates Strategic Aim 1 - Ensure our Estate provide efficient and effective spaces that are fit for purpose

We will proactively manage our assets and have a clear plan for reducing backlog maintenance. Where assets cannot be cost-effectively maintained or the estate is deemed surplus it will be released, with capital receipts reinvested into the capital programme.

Ensure our Estates provide efficient and effective spaces that are fit for purpose	
Our goals over the next 5 years are to;	Objectives and Actions
<ul style="list-style-type: none"> • Ensure the physical condition of the Estate is fully compliant with health & safety and business risks; • Improve the utilisation of clinical space and maximise the use of 	<ul style="list-style-type: none"> • Maximise high quality space; disposal of buildings with uneconomic backlog costs • Full analysis of Estate utilisation to inform strategic Estate decisions



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<p>higher quality assets in line with NHSE/I metrics (Carter review);</p> <ul style="list-style-type: none"> • Reduce operating costs through effective use of robust disposal/reconfiguration asset management and environmental performance improvements; • Support development of accommodation reporting to enable better understanding of the cost and performance of our Estate; • Provide easily accessible care settings that reflect the Trust's aims for high quality and better care. 	<ul style="list-style-type: none"> • Develop integrated portfolio management processes and adopt robust disposal / acquisition processes • Develop cost analysis for individual buildings and services integrated with space utilisation data; • Positive working environments with opportunities for user surveys and feedback; • Work in partnership with stakeholders to ensure our facilities are accessible and welcoming to all and support the wider health inequalities work
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Key tasks over the next 12 months

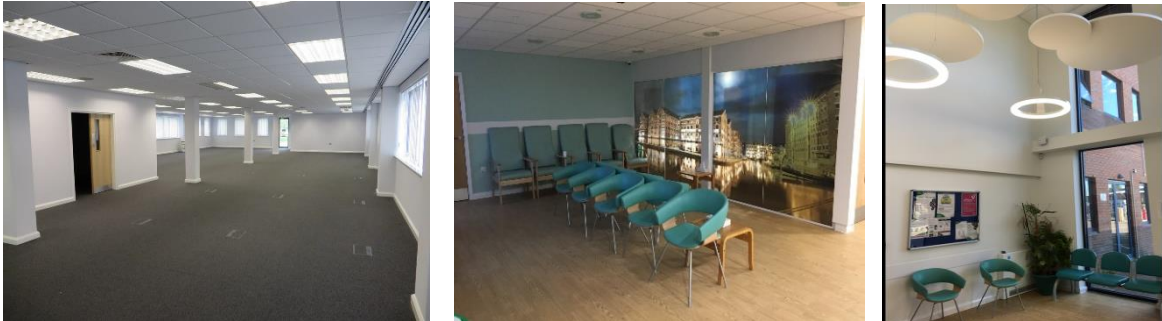
- Formulate implementation plan with phased delivery of Estates Strategy
- Work alongside implementation of other enabling strategies
- Continue Estates consolidation process
- Embed Estates utilisation survey and develop a Trust-wide roll-out plan
- Develop model of Estate cost and performance
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Measures of Success

- Improvements against key measures in the 6 facet survey categories
- Demonstrable improvements from colleague surveys, PLACE, 15 steps
- Continued space utilisation improvements - Non-clinical use < 35% of total and unoccupied/underused < 2.5%
- Continued development of Service line cost analysis.

Case Study – Pullman Place, Gloucester

Refurbishment of clinical space using a co-design process



As new and old services integrated and developed, a different solution was needed to ensure people could wait and have appointments in rooms that meet their needs.

An experience led, co-design approach was used with people and partners to ensure the design was aligned with not only building regulations, but the needs of all users of the building.

The clinical needs and operational processes were considered in tandem within the design process.

Estates Strategic Aim 2 - Strengthen Estate integration by working with System Partners

Working in partnership with partners to provide a wider foundation of estate assets to enable the delivery of wider system benefits and reduce inequalities. These partnerships will extend beyond the traditional health partnerships and consider how we develop relationships with the local community and third sector to support mutual service delivery objectives but also to maximise opportunities from disposal of surplus sites in order to support the reduction of health inequalities.

Strengthen Estate integration by working with System Partners

Our goals over the next 5 years are to:

- Integrate system-wide strategic Estate plans into formal and regularly reviewed ICS Strategy;
- Build strong partnership links with Third Sector providers;

Objectives and Actions

- System wide utilisation and capital project database for efficient management of ICS Estate;
- Establish working group for integration of thinking and approach with third sector;



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<ul style="list-style-type: none"> Integrate co-production processes into formulation of Estates strategies and business cases; 	<ul style="list-style-type: none"> Fully utilise Experts by Experience panel for strategic proposals;
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Key tasks over the next 12 months
<ul style="list-style-type: none"> Pull together individual Provider Estate Strategies in Gloucestershire; Update Joint ICS Estate Strategy with One Gloucestershire partners; Prepare Trust-wide enabling strategy summary and timeline; Establish Third Sector working group for strategy and projects; Define criteria for assessment of social value for projects; Identify and participate potential OPE funding.

Measures of Success

- Evidence of estate co-production and co-design in service transformation
- Robust ICS estates strategy
- Further co-location and integration of services with partners

Estates Strategic Aim 3 – Ensure we are making the best use of our Estate

We will maximise estate utilisation and work with commissioners and other partners to develop locality based estate plans to ensure we achieve greater co-location and integration with partners.

Ensure we are making the best use of our Estate	
Our goals over the next 5 years are to;	Objectives and Actions
<ul style="list-style-type: none"> Estate rationalisation with a focus on better quality estate; Achieve greater co-location of colleagues and agile co-working; Ensure development support to embed cultural change with agile working; 	<ul style="list-style-type: none"> Provide stability for financial modelling and service planning; Reduce footprint based on space analysis and service needs; Balance provision of specialist accommodation with local accessibility; Reduce costs and retain flexibility of occupation;

<ul style="list-style-type: none"> • Ensure we are getting best value . 	<ul style="list-style-type: none"> • Negotiate lease costs at renewal points (rent review / lease renewal).
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Key tasks over the next 12 months

- Continuous challenge to the holding of assets and their use;
- 'Right Service, Right Estate - set out what services require and where
- Ensure site rationalisation /co-location undertaken to promote integrated working rather than to reduce Estate costs;
- Consider opportunities from currently under-utilised buildings where leasing to third party, re-purposing or mothballing may allow longer term decisions.
- Service delivery will be focused on community settings, either single facilities or a network of local facilities

Measures of Success

- Robust programme of lease review and renewals – taking opportunities from break clauses etc. where appropriate
- Space utilisation benchmarks (internal and external)

Estates Strategic Aim 4 – Embedding Sustainability models and approaches into our Estate management

Establishing strong links between the Estates Strategy and Green Plan will enable us to improve the environmental management of our estates. We will develop an approach that recognises social and ecological value of our estates.

Embedding Sustainability models and approaches into our Estate Management

Our goals over the next 5 years are to;	Objectives and Actions
<ul style="list-style-type: none"> • Adopt sustainable construction and asset management processes; • Maximise opportunities for adding social value through the utilisation and development of our estate; 	<ul style="list-style-type: none"> • Ensure the estate delivers its contribution to the sustainability targets in line with guidance and Green Plan e.g. LED lighting and renewable energy; • Include assessment criteria for sustainability benefits as part of



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- Establish links between nature and preventative healthcare - develop Biodiversity Plan to promote use of natural greenspace;
- To understand how can we measure the social value of our estates.

procurement process for estate schemes;

- Expand NHS Forest Programme for creating allotments, dementia gardens, outdoor gyms and green health routes.

Key tasks over the next 12 months

- Establish links with the Sustainability Action Group to support delivery of Net Zero Carbon initiatives;
- Benchmark performance against peers and other NHS providers;
- Support delivery of Trust-wide Biodiversity Plan to enable preventive healthcare and access to green space;
- Consider and develop social value measures for Estates.

Measures of Success

- Key milestones in Green Plan delivered through improved estate infrastructure.

Case Study – Sustainability cost saving programme and Trust environmental initiatives



NHS allotments for Montpellier Unit

“The Montpellier unit has given me a lot and this is my way of helping others and repaying the good things they did for me.”

Montpellier allotments are on a 0.5 acre site near central Gloucester providing a multifunctional accessible, safe, green space for people who use our services. The allotments enable people to access therapeutic, occupationally focused activity in a safe supportive environment engaging in a range of activities such as horticulture and creative writing.

The allotments have recently secured funding for a co-designed allotment area, creating a new space for people from across the trust who can access the area and expanding the opportunities the allotment can offer.

The allotments are an exciting example of the opportunities for sustainability within healthcare, recognising the value of accessing nature and the impact of environments on people’s health and wellbeing.

“I view my role as being particular inspiring to other patients as I have been in their shoes and my volunteering demonstrates to them that there is hope and an alternative path.” Kevin Mckenzie Volunteer Patient representative.

Estates Strategic Aim 5 – Maximise innovative property solutions

We need to ensure we have a flexible Estate capable of rapid repurposing to meet ongoing service change and transformation. It needs to be able to support new ways of partnership working and enable staff to maximise the use of new technology.

Maximise innovative property solutions	
Our goals over the next 5 years are to;	Objectives and Actions
<ul style="list-style-type: none"> • Ensure the Estate is ‘Future pandemic-prepared’; • Enable capital investment through Estate rationalisation; • Investigate alternative models of capital investment or partnership working where it is appropriate to do so; 	<ul style="list-style-type: none"> • Digitally enabled Estate for clinical and non-clinical activities; • Opportunity for transformation of Estate through collaborative working; • Consider third party or ICS partner joint ventures; • Support the roll-out of a hybrid working model between home, office and clinical space requirements.

Key tasks over the next 12 months

- Develop and embed our approach to Space Utilisation and develop a database to inform our estate planning;
- Work with ICS partners to assure future pandemic preparedness;
- Investigate alternative sources of capital investment where appropriate;
- Working with the HR team take forward key aspects from the People Strategy to support different working models for our colleagues

Measures of Success

- Space utilisation benchmarks (internal and external)
- Embed integrated working and innovation within a robust ICS estates strategy
- Further co-location and integration of services with partners

Case Study – Estates Challenge of COVID-19 response



Repurposing of Edward Jenner Court during first wave of COVID-19

In response to COVID-19 and to support our essential clinical services, GHC Estates needed to adapt at pace. Our head office became the COVID testing site with a drive through testing pod. The testing pod continues to provide pre-operative testing to ensure people can continue to access essential elective operations and supports testing for colleagues and their families, allowing them quick and easy access to testing.

Adaptation of the building at Edward Jenner Court was integral to the success of this service, ensuring we had everything we needed to run a safe department, despite all the changing guidance.

GHC Estates & Facilities have continued to adapt and re-purpose accommodation as demands for testing services has increased and in support clinical service delivery.

Estates Strategic Aim 6 – Ensure our Estate supports the health and wellbeing of our people

To ensure our Estate supports the health and wellbeing of our people

Our goals over the next 5 years are to;	Objectives and Actions
<ul style="list-style-type: none"> • Ensure our estate promotes health and wellbeing; • To reduce inequalities for our people by providing estates that are accessible and inclusive wherever possible; • To enable flexible and adaptable working through integrating estates and digital delivery. 	<ul style="list-style-type: none"> • Enable people work in safe positive healthy environments that also provide for rest, relaxation and effective team working; • Develop an approach to identify and monitor risks to wellbeing within our estates; • Create spaces that promote health and wellbeing through partnerships with people, services and partners across the ICS; • Work in partnership with diversity networks and people to understand accessibility and inclusion needs; •

Key tasks over the next 12 months

- Undertake an audit of our key work bases to understand the level of rest facilities and develop a gap analysis and associated action plan
- Work in collaboration with people plan
- Create/adopt hybrid model of working
- Support trust biodiversity plan to enable access to green space
- Engage with colleagues to understand how Estates can support their health and wellbeing

Measures of success

- Evidence of estate co-production and co-design in service transformation
- Demonstrable improvements from colleague surveys, PLACE, 15 steps
- Reduction in staff absence
- Improved Staff survey results

8. How our Estate will change over the next five years

Our Estate Strategy will increasingly focus on local delivery and implementation of changes across the wider system focusing on mechanisms such as population health management to develop targeted initiatives to help reduce health inequalities.

There is now a step-change in collaboration with NHS providers, primary care and local authorities which will accelerate multi-agency service delivery models and multi-occupied buildings. Stakeholder engagement will be integral in the process for assessing and developing our estates proposals moving forward.

How our Estate will change over the next 5 years?

- The overall footprint will reduce with the disposal of non-compliant or non-essential buildings or settings;
- Co-location of colleagues will increase, both internal teams and collaborative partners;
- The target is for fewer, higher quality facilities;
- Best practice will continue to be adopted and adapted in the design of space and the management of our Estate;
- Wherever possible, new technologies will be incorporated as part of the Digital strategy to be a fully digital Trust;
- Agile working will undoubtedly reduce the amount of non-clinical space as both colleagues and service users are enabled to interact remotely.

9. How do we measure the success of our strategy

During the first year of the strategy we will continue to develop our implementation plan and measures for success. For example, as we continue to roll out our utilisation audits, we will gain a better understanding of how we can utilise and occupy our space differently and therefore set more quantifiable targets with which to measure our progress.

We will share these with Resources Committee for ongoing sign-off as this Strategy evolves.

Scrutiny and Governance

With a wide and complex strategy over the next 5 years, the Estates function at GHC requires support within the Trust and from across the wider ICS.

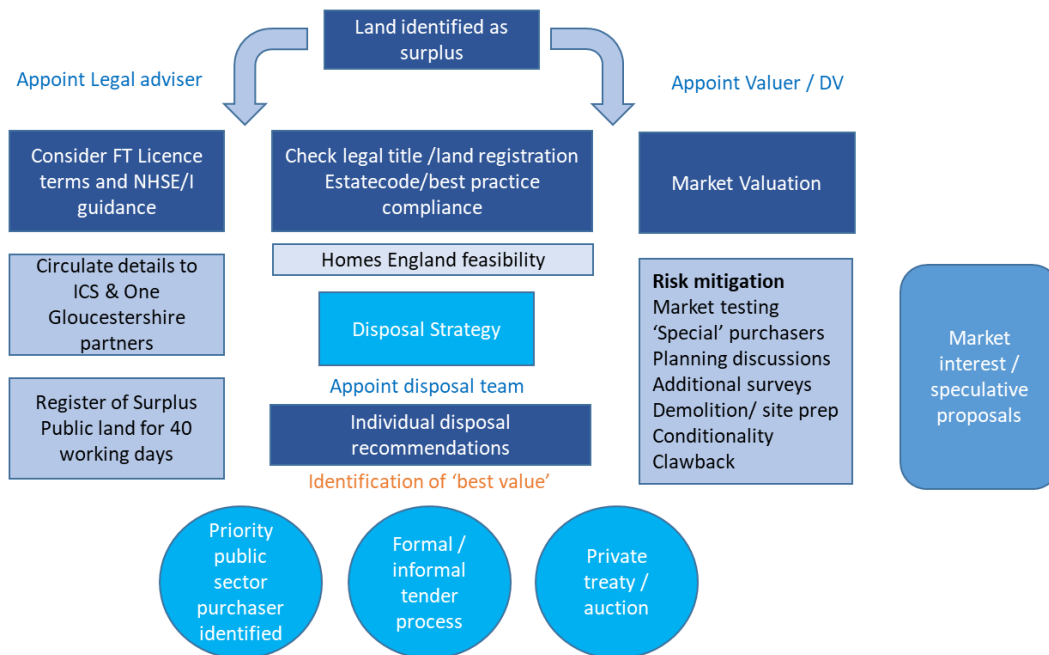
Any Estates proposal will continue to proceed through the existing governance framework of the Capital Management Group and Resources Committee before scrutiny by the Trust Board.

Case Study – Disposal criteria and recommended process

In considering whether a building should be identified for disposal, the following criteria should be adopted:

1. It does not align to clinical locality service delivery strategies;
2. Non compliance with design/space/regulatory and service standards;
3. It is significantly under utilised or vacant;
4. Uneconomic operational costs or backlog maintenance over time;
5. It is not required by GHC for core business.

GHC adopts the following formal process for disposing of property following a decision to declare the asset surplus to requirements:



11. Conclusion

This strategy sets out plans for our Estate at a time when the future level of occupancy of buildings and the adoption of new ways of working remains uncertain.

The Estate will continue to provide the foundation required for a high quality, safe and effective clinical and working environment for our service users, colleagues and partners in Gloucestershire.

We have approved the Full Business Case for the development of a new Community Hospital in the Forest of Dean hospital demonstrating the Trust's commitment to continued investment in our estate and this strategy also acknowledges that where appropriate, we will also rationalise assets that are not fit for purpose or become surplus to service requirements, adopting a robust assessment and disposal process.

We propose that this Strategy is delivered through an implementation plan where individual processes, projects and partnerships are identified to deliver the Trust's vision and aspirations. Additionally, we recognise that increasingly we need to work with our system partners and maximise the opportunities for Estates collaboration, and partnership working across the public and third sector to deliver excellent care at the heart of our communities.