



CAPABILITY STATEMENT

PART OF SEWELL GROUP,
A CO-OWNED BUSINESS



THE SUNDAY TIMES
Best Places
to Work 2024



hello

WHO WE ARE

We're industry leaders in strategic advice, data driven decision making, project delivery and the operational management of public sector estate. Based in the North and Midlands, we work nationally to provide solutions to a range of bodies, including the NHS, schools and academy trusts, local authorities and emergency services.

We listen and understand what success looks like for you in order to provide straightforward advice, bespoke to the journey you're looking to take. With bags of energy and fresh innovation, we make it our business to deliver long-term value for your organisation and your stakeholders.

We are proud to be part of the wider Sewell Group, a diverse collective of businesses with a shared sense of purpose; to create opportunities for the people, places and communities it serves.

The group works nationally across consultancy, investments, data mapping, construction and facilities management to support customers with their estates and service planning challenges.

As a part employee-owned business, our people are actively involved in how the business is run, what decisions are made and in driving the future direction of the group. Employee ownership has allowed us to protect and enhance our culture, empower people to make a difference and secure the long-term sustainability of the group.



Winners of a Queen's Award for Enterprise for Promoting Opportunity in 2021



Ranked in the Sunday Times Best Companies list for many years



Members of the Employee Ownership Association

OUR EXPERTISE

- Strategic Advice
- Project Delivery
- Operational Estate Management
- Development Management
- Data Insight & Analysis

STRATEGIC ADVICE



Our Better Business Cases qualified professionals are experts in strategic planning, producing effective estates and infrastructure strategies and plans for organisations large and small across the healthcare, education and commercial sectors.

PROJECT DELIVERY



Our Chartered Surveyors and certified Project Managers will work as an extension to your team to take your project from inception through to handover, ensuring stakeholder management, contract administration and leadership at every milestone.



OPERATIONAL ESTATE MANAGEMENT



If you've got an extensive estates portfolio, you want to concentrate on achieving the best experience for your end users, whilst having full confidence in us to manage everything else. Our services range from full management service agreements to subcontractor management, compliance reviews and lifecycle management.

DEVELOPMENT MANAGEMENT



Our development and investments team brings together our wide-ranging expertise, to advise you from inception right through to operational delivery. We can help you with financial modelling and sourcing funding, land acquisitions and planning applications, right through to managing the build and transitional service planning.

DATA INSIGHT & ANALYSIS



Our team of technical specialists can support with data strategy, digital strategy and automation to add maximum value to your project. We are also the providers of the Department for Health and Social Care's data mapping and visualisation tool, SHAPE.

OUR CORE SERVICES

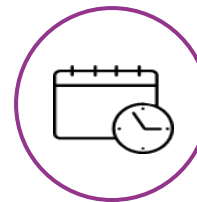
Whilst we bring our unrivalled experience to every project, we don't believe in a 'one size fits all' approach, so we tailor our services and products to your specific needs, based around these key areas



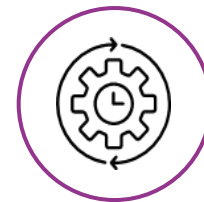
Strategy



Data & Digital



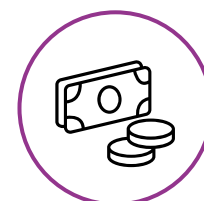
Project Delivery



Operations



Insight



Funding

- Strategic estates planning and advice
- Business case development
- Estate utilisation and efficiency analysis
- Healthcare and service planning
- Demand and capacity modelling
- Digital and data strategy
- Data mapping and visualisation
- Data analytics
- Capital bid support and pipeline planning
- Economic and financial modelling
- Section 106/Community Infrastructure Levy (CIL) funding support
- Options appraisals and feasibility studies
- Site searches and suitability assessments
- Development advice and management
- Project and programme management
- Procurement advice
- Funding advice
- Design and professional team management
- Master planning
- Contract management and administration
- Post-project evaluation and lessons learned
- Project oversight and governance
- Capital and revenue reduction strategies
- Land acquisition, disposal and asset optimisation
- Functional estate workstreams and compliance audits
- Partnerships and collaboration





SOME EXAMPLES OF OUR WORK



PROJECT SHOWCASE: HEALTH SECTOR

TEES VALLEY TRUSTS GROUP STRUCTURE TRANSITION



We facilitated a comprehensive review of the estates of two trusts, supporting their transition into the University Hospitals Tees group structure.

Our analysis covered a substantial portfolio, including almost 300,000sqm of acute premises and community facilities, ensuring the trusts had the right locations for delivering their services.

We identified key liabilities and opportunities, along with recommendations for rationalisation, utilisation and securing value for money from their leased estate.

Leveraging our health planning expertise, we proposed strategies for 'left shifting' services from acute to community settings, which included engagement with clinical teams.

STRATEGIC ESTATE PARTNER & CAPITAL PROGRAMME MANAGEMENT



Humber NHS Foundation Trust owns and occupies a large portfolio of estate across the region. We work as their strategic estates partner, identifying and prioritising refurbishment/remodelling projects to be delivered through their annual capital programme. Our team act as the single point of contact between client and contractors, managing delivery, overseeing costs and escalating any risks.

We have also supported the Trust with their significant change programme, working alongside their clinical teams to develop both a Strategic Outline Case (SOC) and Pre-Consultation Business Case (PCBC) to redesign the way inpatient services are delivered.

PRIMARY CARE NETWORK ESTATE STRATEGIES



Our team delivered all Primary Care Network Estate Strategies across Humber, North Yorkshire and the East Midlands. These were part of NHS England's national programme to understand the quantity of capital projects required to bring the primary care estate up to a standard, to deliver modern health care services to a growing and ageing population.

The recommendations will be used by the NHS and UK Government to quantify the amount of primary care investment required over the next 10+ years.

Parallel, our data and digital consultancy, designed and delivered the part-automated digital toolkit on behalf of the NHS, in partnership with CHP. The toolkit resulted in a streamlined, consistent approach to estates strategy planning across the country.



PROJECT SHOWCASE: EDUCATION SECTOR

SECONDARY SCHOOL SUFFICIENCY CAPITAL PROGRAMME



Hull was facing a school sufficiency challenge, with rising birth rates and inward migration meaning its secondary schools were at, or reaching, capacity. We worked as part of the Esteem team (the SPV created to deliver the city's Building Schools for the Future Programme) to help the Council deliver an extra 2,000 places to meet this need.

We started with a strategic review of the secondary school estate, highlighting any under-utilisation compared to national guidance, and produced a ranked options appraisal highlighting which schools could be expanded according to a multi-faceted criteria to meet the demand profile.

COLLEGE ESTATE STRATEGY



York College appointed us to undertake a review of their current accommodation to understand how effectively it was utilised and how well it met the needs of their current curriculum model and future aspirations.

We started with a baseline review, understanding the current configuration, including collecting views from staff and students as to how well it met current needs. The outcome gave the College a short, medium and long term plan to change how they utilised their estate, as well as identifying a pipeline of future projects to better meet their future curriculum and student needs.

SEND ESTATE REVIEW / PROJECT DEVELOPMENT



Rotherham Metropolitan Borough Council was going through a SEND transformation process. They wanted to find out what provision they had, the types of places available, and if SEND capacity met demand in the area.

We undertook a capacity assessment of the full SEND estate including special schools, resource bases and resource provision across the borough. This highlighted any under and over-utilisation vs BB104, opportunities for expansion, possibilities for reconfiguring existing accommodation and whether it met DfE guidance.

In addition to our work reviewing the SEND estate, we supported the Council and Multi-Academy Trust to put in place a property strategy and secure funding to redevelop one of their most popular special schools.



PROJECT SHOWCASE: LOCAL GOVERNMENT SECTOR

PLACE BASED STRATEGIES



We supported West Yorkshire Combined Authority through One Public Estate (OPE) funding to undertake a review of the five Places across their geographical area and identify whether each area was fit for purpose for the delivery of Place-based estates planning.

The second phase of the commission involved the development of Place-based estate infrastructure strategies, which were then amalgamated into a system-wide OPE visioning document.

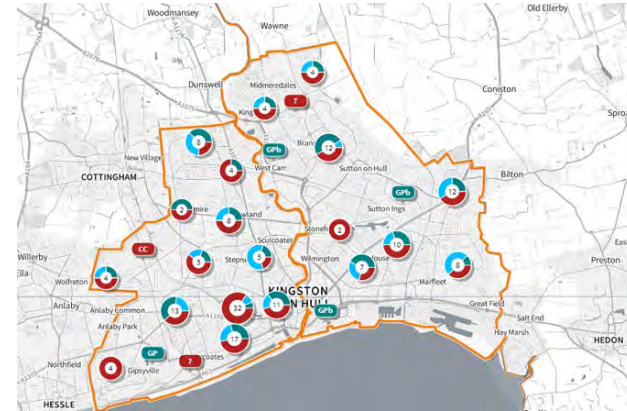
PROJECT PRIORITISATION



Our team worked with public sector bodies across Derbyshire and Nottinghamshire to identify and develop the Opportunity Development Fund (ODF) project pipeline for the North Midlands, as part of the One Public Estate Programme (OPE).

The project required the facilitation and coordination of key stakeholders to develop the prioritised project pipeline list. This was done by holding a series of workshops with Place leads to understand the challenges, aspirations and opportunities for each area. Stakeholder management and engagement was key to delivering this project successfully.

PLACE PILOT LEGACY



We supported Hull City Council with a number of projects under their One Public Estate programme over the years, including capital funding applications, feasibility studies and business cases, as well as strategic estate planning.

Our most recent involvement is supporting with the legacy project being developed as the final output of the city's Place Pilot to further strengthen their partnership approach.

This will allow for longer-term asset mapping and information sharing, which will enable greater co-location and integration of the region's public sector bodies and services.



PROJECT SHOWCASE: SYSTEM PARTNERS

COMMUNITY DIAGNOSTIC CENTRE PROGRAMME



Our team was appointed by an ICB to provide business case and project and programme management support as part of the regional response to the national CDC programme. We developed Place-based working groups to understand the current diagnostic provision, demand and capacity and utilised the SHAPE data mapping tool to understand the local demographics in each area.

We created an objective decision-making framework to look at which services should best be located where, responding to local needs whilst recognising travel, transport and workforce considerations.



ESTATES ADVICE FOR NORTH EAST AMBULANCE SERVICE



We provided strategic advice for North East Ambulance Service, so they could understand the 'as is' position of their estate.

They wanted to understand how their services could be delivered from safe, secure and compliant buildings, from locations which would allow the right services to be delivered for patients.

We proposed a model for further development of their estate, based on different levels of risk appetite, and delivered on the Trust's requirements to facilitate internal engagement and discussion.

NHS GREATER MANCHESTER ICS INFRASTRUCTURE STRATEGY



Together with Eric Wright Partnerships, we delivered a comprehensive ten-year infrastructure strategy for NHS Greater Manchester, the largest ICS in England, serving 2.9 million people across 10 Places and 65 Primary Care Networks.

With a tight eight-week timeframe, we engaged with 75 stakeholders across the ICS to ensure the strategy addressed current challenges, such as a significant backlog maintenance deficit and high health inequalities, while seizing opportunities for improvement, including the development of Community Diagnostic Centres.

The resulting strategy sets a clear direction for infrastructure investment, ensuring services are delivered efficiently and equitably in the right spaces, aligned with the NHS Long Term Plan.





THOUGHT LEADERSHIP

Our people are recognised as thought leaders on a wide range of topics across our sectors and services. We have displayed our expertise in the fields of strategic advice, project delivery and delivering successful partnerships.

Here are some examples of how we share our knowledge and insights, commenting on industry trends and new developments affecting our clients.



NATIONAL EVENTS

Sharing our advice and experience at national health and education events.





Can health save our high streets?

"The primary care sector is facing a time of crisis, with nearly one in five GP practices having closed since 2013. At the same time, the country's high streets are also in decline. But can these seemingly unrelated sectors work together to the benefit of both? It's an interesting proposition. The health sector should use its power to be a catalyst for change in our communities, and the crisis on our high streets is one where it can make a real difference."

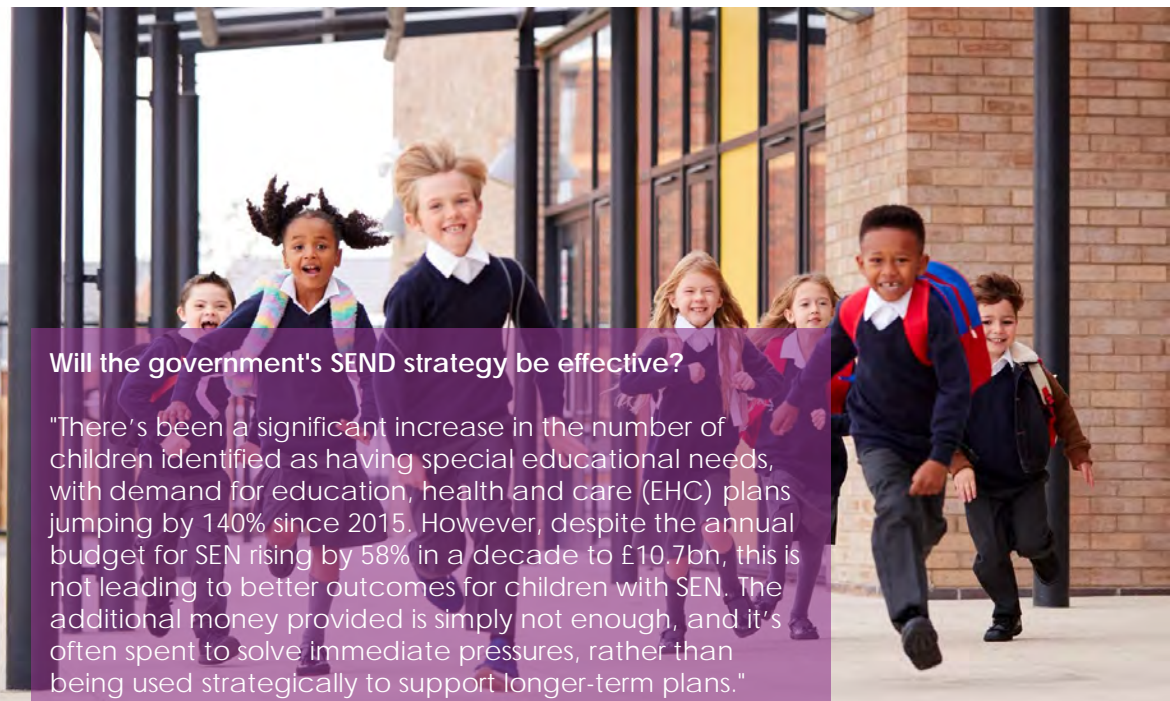


ERIC data: What it means for the future of the NHS estate

"This data paints a vivid picture of an NHS estate under growing strain, with rising costs across almost every area. Trusts are making difficult choices: fix urgent issues or invest in long-term transformations like digital upgrades and sustainability".

Issy Whitelock tells Healthcare Property magazine

CONTRIBUTING TO THE NATIONAL DEBATE



Will the government's SEND strategy be effective?

"There's been a significant increase in the number of children identified as having special educational needs, with demand for education, health and care (EHC) plans jumping by 140% since 2015. However, despite the annual budget for SEN rising by 58% in a decade to £10.7bn, this is not leading to better outcomes for children with SEN. The additional money provided is simply not enough, and it's often spent to solve immediate pressures, rather than being used strategically to support longer-term plans."



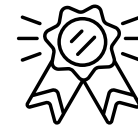
OUR PEOPLE

We know you don't want to work with a company, you want to work with people. Our customers regularly tell us that our people are what makes the difference and keeps them coming back – they are the perfect addition to your team.

Our people are specialists in getting your project off the ground, and we'll support you every step of the way. From feasibility studies and planning, to securing funding, project management and estate management, our highly skilled professionals are always at the end of the phone and will go the extra mile to make your project become a reality.



> 65 staff



> 30 Better
Business Case
professionals



7 UK office
locations



>20 ex-public
sector employees



9 Chartered
Surveyors



300 years
combined service in
our organisation

EMMA BOLTON, CEO

As CEO, Emma Bolton is an expert in public sector estates management, with extensive experience leading multi-disciplinary teams across local authorities and all sectors of the NHS over two decades. A Chartered Surveyor with a background in real estate management and town planning, Emma brings a comprehensive perspective to estates strategies.

In 2015 Emma was awarded a Fellowship by the Royal Institution of Chartered Surveyors for her achievements within the profession – an accreditation held by only 4% of female chartered surveyors.

Emma has established a national reputation for her leadership, organisational skills and delivery focus in overseeing a variety of significant projects including large capital schemes, governance reviews, managing large disposals portfolios, acquisitions, policy development, landlord and tenant management and FM contract re-tendering. She enjoys being faced with a complex challenge and thrives on working in partnership to develop and implement solutions.

Emma is an internationally recognised healthcare commentator, having had articles published in the Healthcare Estates Journal and the International Federation of Healthcare Engineering. She is also a qualified RICS APC Assessor and a mentor to many young professionals.





JONATHAN TURNER, DEPUTY CEO

Jonathan is Deputy CEO and brings nearly 30 years of experience in the property industry, focusing on providing strategic advice and healthcare planning within the health and social care sector. He has a proven track record working across both public and private sectors, with expertise in optimising built assets to meet clinical and operational needs.

Jonathan has worked on a range of major healthcare projects, including three schemes within the New Hospital Programme, and developed the ICS Infrastructure Strategy for NHS Greater Manchester.

Additionally, Jonathan has led a range of projects which focus on population health needs and service transformation, including scoping a new community hub in North Manchester for Manchester CCG, and delivering a service review for Sussex ICS, focused on the population of Crawley and surrounding areas.

Alongside his extensive health experience Jonathan has also worked with several local authorities leading OPE projects and service planning. He has also worked across higher education, working with Manchester Metropolitan University and the University of Manchester managing the technical briefing of the prestigious Graphene Institute.



NIKOLA IDLE, DEPUTY CEO

In her role as Deputy CEO, Nikola Idle brings almost 20 years' experience working for and with the public sector, alongside a strong background in project management, stakeholder engagement and capital programme delivery.

Nikola was a core part of the Hull City Council team who secured and delivered a £400m Building Schools for the Future programme, which transformed the education estate across the city. She later took an opportunity to join the Department for Education to work on the government's Priority Schools Building Programme and was responsible for delivering multiple schemes from initial concept through to handover. During her time at DfE she acted as a peer reviewer and champion for process improvement.

Since joining Sewell Advisory, Nikola has built on her civil service experience by becoming an accredited Better Business Case practitioner and has successfully led on a range of strategic advisory commissions and business cases for clients right across the health, education and local government sectors. Clients and co-workers praise her ability to build relationships across diverse teams, with a focus on partnership delivery as well as being able to skilfully guide non-technical stakeholders through often daunting and complex processes.





CLAIRE HARRISON, PARALLEL CEO

Claire Harrison is Chief Executive of Parallel, a specialist data and software development joint venture between Sewell Advisory and Community Health Partnerships. As the provider of the Department of Health and Social Care's SHAPE data visualisation tool, amongst other data driven software solutions, Claire and her team are perfectly placed to develop digital solutions that support data driven decision making.

As well as expertise in data and digital solutions, Claire is a registered Better Business Case practitioner and brings years of business strategy, communications and marketing expertise to the Sewell Advisory Executive Team, having worked for both the public and private sectors for almost two decades.

Prior to leading Parallel, Claire played an instrumental role in securing planning consent for a flagship energy and technology development. As Project Director for the £200m Yorkshire Energy Park, Claire lead a multidisciplined team of planning advisors, lawyers and technical experts to secure a high-profile planning consent, whilst ensuring stakeholder engagement and community benefit were at the heart of the scheme that will play a pivotal role in the UK's journey to a zero-carbon future.

PETER JONES, DIRECTOR OF OPERATIONS

Peter has over 20 years' experience in senior management within private and public sector organisations and 27 years' experience as an Army Officer.

Peter has broad-ranging experience providing support to health and local authority organisations, particularly across the East Midlands, where he undertakes projects using strategic vision, a focused delivery plan, and effective management.

In his role as the Director of Operations at Sewell Advisory, he oversees the day-to-day operation of 10 LIFT Private Public Partnership SPVs across Hull and East Yorkshire, South Yorkshire, West Yorkshire, North East and the East Midlands. Peter's role also encompasses direct general management of four LIFTCos across the East Midlands, where he has responsibility for advising the Board on the operational and finance aspects of those companies.

This experience means that Peter is our expert in facilities management contracts, especially those in outsourced models, PFI or joint venture arrangements. He adopts a pragmatic and realistic approach when addressing FM-related challenges whilst ensuring that all parties deliver their statutory and contractual obligations.





HOW YOU CAN WORK WITH US

We're appointed to several national frameworks, which means you can appoint us directly, avoiding time consuming and costly procurement processes.

And of course, for those clients who already work with us as partners via one of our 11 LIFTCos, you will still be able to access our team and services in exactly the same way as you do now.



PROCUREMENT ROUTE

Estates & Facilities Consultancy Services
Dynamic Purchasing System

- Category 5 Construction Project Management
- Category 9 Estates Strategy & Business Cases
- Category 10 Contract Administration

*(Hosted by NHS London Procurement Partnership/Guys and Thomas NHS FT)

Bloom – Pro-vide 2.0
Dynamic Purchasing System

- Property consultancy, property management, property strategy, policy review & implementation, service transformation and rationalisation, data & analytics, commercial feasibility & technical reviews

Pagabo Professional Services Framework

- Asset & estate management
- Town & master planning
- Strategic programme set up
- Leisure strategy advice

CHP Dynamic Purchasing System
Consultancy Services

- Multi-disciplinary consultancy
- Strategic management
- Programme management
- Estates management
- Workforce planning
- Digital consultancy
- Social value services

North of England Commercial
Procurement Collaborative

- Property & estates consultancy
- Facilities management consultancy
- Asset management and delivery
- Health and social care consultancy
- Healthcare services – planning, design and service improvements




WE CAN'T WAIT TO WORK WITH YOU

Our extensive experience working with a wide range of public sector clients across the UK positions us as partner of choice for clients requiring strategic advice, data driven decision making, project delivery and the operational management of public sector estate.

We bring a deep understanding of our clients by ensuring that we listen and understand your needs prior to commencing work, enabling us to provide bespoke yet straightforward advice and support to all our clients. Our extensive experience of working in and for the public sector also means that we intuitively understand your requirements from the outset, minimising the time that you need to spend on mobilising projects with us.

We look forward to hearing from you and with our energy, passion and innovation supporting you to deliver long term value for your organisation and your stakeholders.



Sewell Advisory, Geneva Court, Geneva Way, Hull, HU7 0DG

East Yorkshire | Leeds | Teesside | Nottingham | Manchester



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