

A photograph of four NHS staff members in light blue short-sleeved shirts and dark blue trousers walking away from the camera down a long, brightly lit hospital corridor. The corridor has large windows on the left and a blue-tiled wall on the right. The text 'Central and North West London NHS Foundation Trust' is overlaid in large white font.

# Central and North West London NHS Foundation Trust

Providing subject matter expertise on Estate Strategy implementation based on data, to deliver a Headquarters relocation and a new Estate Strategy and reduced cost for the wider organisation.

**CNWL is a large and diverse organisation, providing health care services for people with a wide range of physical and mental health needs. They employ nearly 7,000 members of staff that provides more than 300 different health services across 150 sites and in the community, in a range of diverse communities, with over 100 first languages spoken.**

They are always developing new and better ways to provide dependable services to meet the needs of people in our care. Central and Northwest London NHS Foundation Trust (CNWL) provide a wide range of mental health services across Milton Keynes and the London boroughs of Brent, Harrow, Hillingdon, Kensington and Chelsea, and Westminster. CNWL also provide Community health services to treat people with physical healthcare problems in their own homes, or close to home, where they will be more comfortable and can continue to live independently. They aim to ensure, that where possible patients can avoid admission into hospital and enable quicker recovery periods. They also provide a variety of sexual health services.

## The Challenge

The Central and North West London NHS Foundation Trust Landlord was given notice by the landlords that, after seven years in-situ in the headquarters building at Hampstead Road – redevelopment meant a non-negotiable need to move to new premises. Considering the population and mixed use of their existing premises, and some rationalisation of nearby property portfolios, the Trust decided to move its operations to two new locations at Euston Road, NW1 and Argo House, NW6, and to refit existing space at The Gordon Hospital, SW1V for some teams to relocate.

There were significant changes in working practices and locations, distribution of teams from central to geographically distributed work locations. Therefore, the Trust required an end to end, fully managed, and appropriately resourced service capturing their requirements. Between a number of commercial partners, the requirements included:

- Identification of premises to provide a new central location for the Trust's HQ, and additional locations for a range of the back office functions, spread across the Trust domain
- Timely relocation to enable the smooth relocation of staff to new locations with the minimum of disruption to business as usual operation, service users and the wider CNWL community
- Workplace orientation and resurrection of elements of the Trust's workspace transformation programme
- Design and fit out
- Move planning and management
- Staff consultation and engagement
- The move
- The decommissioning of the vacant HQ building at 75 Hampstead Road



## The Solution

From these requirements, EventMAP's role was to:

- Define a Corporate Look, Feel and Finish Scheme
- Support the fit out planning and delivery
- Support the move planning and relocation
- Deliver a wayfinding scheme
- Post move analysis

Estate transformation – or estate planning for new estate requirements – is an area to which EventMAP bring both experience and a unique toolbox of techniques and software that can deliver highly efficient estates that deliver in the long term for large organisations.

To set a benchmark for building utilisation across the trust, EventMAP undertook a series of utilisation studies at several sites covering both office and clinical space. The increasingly 'agile' nature of NHS working practices has created the opportunity to transform large estates. In terms of both space type and function, fixed desk space is giving way to more flexible, collaborative working – enabling staff to function more efficiently and interactively and, on a macro level, for the overall planning of space to become massively more cost-efficient.

EventMAP worked with the CNWL Trust's Estate Directorate to employ a range of these techniques, under the REMAP methodology to investigate and deliver some initial estate optimisation, transformation and a working vision for how to deliver further transformative optimisation across a number of strands of the Estate delivered aspects of the Trust operations whilst still delivering the prime aim in re-locating the headquarters to 350 Euston Road.



## The Results

EventMAP's work with the Trust identified and helped to resolve challenges and opportunities for the Trust and its operational teams, working with the Estates Directorate, to achieve the relocation of teams to the new Headquarters in the aggressive lead times forced by the Landlord. In addition, supporting the associated key projects which enabled the relocation to take place, namely:

- Rationalisation of Training and Education Space across Central London Locations
- Design and Fitout of new premises to meet forecast demand and growth of training and meeting delivery scheduling
- Surplus property disposal and generation of capital receipts
- Preparation and Execution of the HQ Relocation
- Space Utilisation and reconfiguration of space to better suit operational working
- Building disposal and service user relocation to better gain from estate deemed no longer fit for purpose, while taking opportunity to consolidate service delivery in existing 'void space' on the estate in areas which still meet the service delivery ethos of the Trust



“Time and again the EventMAP team expertise shines through; nothing is too much trouble and no detail too small. The team is perennially ‘can do’ in their upbeat and energetic approach to engagement, and a pleasure to work with. Our HQ relocation was an intricate job, expertly done! ”

Claire Murdoch  
CEO, CNWL

If you'd like to find out more about what EventMAP can do for you, if you'd like to request a demo, or to chat through your needs with one of our people, please get in touch – we'd be happy to help.

**Click here** to enter your contact details and we'll be in touch with you shortly.

25 Talbot Street, Belfast, Northern Ireland BT1 2LD  
Telephone +44 (0)28 9023 6558  
[eventmapsolutions.com](http://eventmapsolutions.com)

