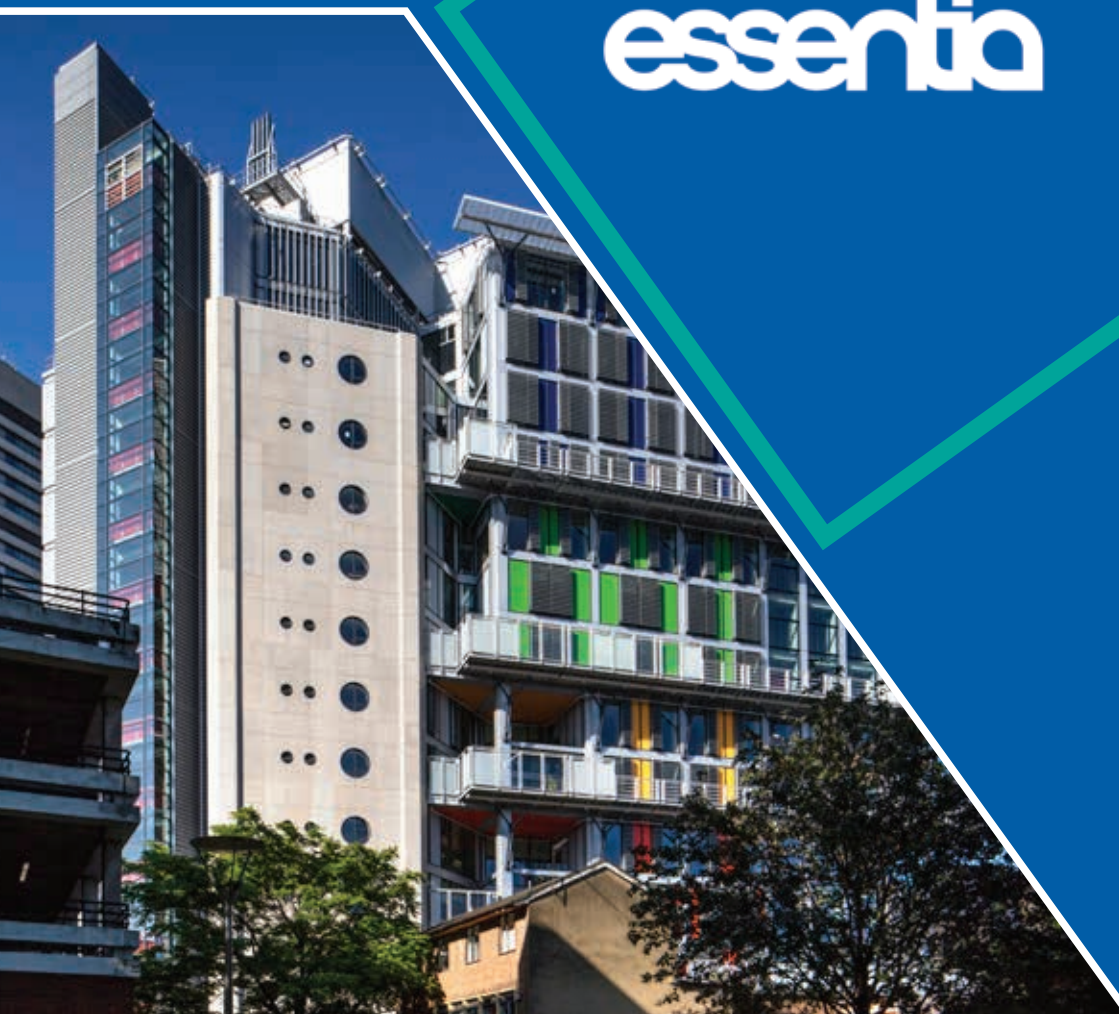


CAPITAL DEVELOPMENT

CREATING INSPIRING ENVIRONMENTS

essentia





ABOUT ESSENTIA

We're a team of over 75 experts with extensive knowledge and experience in helping organisations to transform their built environment, united by a drive for innovation and excellence. We offer the stability of a major public body with the agile mindset of a private consultancy.

Essentia Trading Limited is a wholly-owned subsidiary business of Guy's and St Thomas' NHS Foundation Trust. We operate as a separate limited liability company and our profits are re-invested within the Trust.

Our mission is to help organisations transform their estate, maximising the value of their built assets and helping them to deliver innovative building environments. Our **Capital Development Team** forms one of the key components of Essentia's unique, multi-skilled project delivery capability. Our approach embraces a comprehensive suite of management services, focused on delivering successful and creative outcomes. These include:

- Strategic Estate Development
- Healthcare Planning
- Property Consultancy
- Capital Development
- Sustainability
- Technology

ABOUT OUR TEAM

Essentia's **Capital Development Team** has grown quickly and is comprised of more than 35 professionals covering the core disciplines of Strategic Programme and Project Management, Cost Management, Risk Management, Business Change and Transition Management.

The experience and track record of our team is predominantly focused on **Healthcare, Science and Higher Education** markets with senior team members having delivered some of the UK's largest and most complex projects within those sectors. We have focused our approach to growth on identifying and recruiting leading sector specialists with both proven experience and interpersonal skills, to help instil a culture of collaboration and innovation across the team.

OUR APPROACH

Capital Development projects are realised through stakeholder engagement and participation working in conjunction with multidisciplinary teams of designers, contractors, management specialists and end users.

This can produce a complex dynamic which when managed well can lead to innovative, efficient and creative value adding solutions. Equally, without clarity of vision and objectives, an effective delivery plan and the right framework of controls in place, it can rapidly lead to major problems and failure. The services provided by Essentia's Capital Development Team offer proven, robust and effective solutions to those challenges and enable our clients to translate their vision into a successful outcome. These services include:

- Strategic Programme Management over a portfolio of linked projects, ensuring that benefits to the business are effectively realised.
- Risk Management including development of comprehensive risk registers, together with qualitative and quantitative analysis.

OUR VALUES

How we deliver our services is just as important as what we do. We seek to establish an inclusive and collaborative project culture, focused on problem sharing and solving issues in the best interests of our clients.

- Value Management including identification of Key Value Drivers and associated Critical Success Factors to provide a project with a robust starting point.
- Project Management covering the implementation and delivery of an asset through the whole design, procurement, construction and commissioning lifecycle.
- Cost Management covering strategic cost planning and business case support, through to detailed commercial management and whole life costing.
- Development Management from establishing early project viability, business case development and implementing formal arrangements with development partners.
- Business Change and Transition Management expertly managing the organisational impact of a new capital project, including managing the complex commissioning and occupation.

We take our work seriously and enjoy what we do. We also believe that the most successful teams are invariably the ones who have a sense of identity, camaraderie and fun.

OUR PROFESSIONALISM

Essentia is regulated by the Royal Institution of Chartered Surveyors (RICS) and we are corporate members of The Association for Project Management (APM).

Additionally, our team hold numerous formal qualifications and their own professional memberships as surveyors, engineers, builders and project managers. We invest in the training and development of our team, sharing knowledge in an open, collegiate environment, focused on mutual success.

OUR PEOPLE are at the very heart of what we do and the foundation upon which our success is built. We are proud to have a team of experts and specialists, many of whom have worked on multiple, large, complex projects steering them to successful outcomes.

Images from top
Emergency Care Pathways at Guy's and St Thomas' Hospital
Image courtesy of Logan Construction

Rare Disease Centre at Guy's and St Thomas' Hospital

CASE STUDIES

“ With their integrated approach Essentia have been able to support our ambitious estate investment and modernisation programme. ”

Altaf Kara, Trust Strategy and Commercial Director,
South London and Maudsley NHS Foundation Trust



Case Study #1

The Pirbright Institute

Our project management team has a history of over ten years working with The Pirbright Institute in Surrey, a BBSRC-funded research campus dedicated to the study of infectious diseases in farm animals. Prior to joining Essentia, Mark Halstead and several members of our team successfully delivered the award-winning BBSRC National Centre for Virology: The Plowright Building, one of Europe's most technically complex research facilities, ahead of programme and within budget. For the last two years, Essentia has been project managing The Brooksby Building, a new facility dedicated to advanced research in highly contagious cattle diseases.

Case Study #2

Spire Healthcare

Essentia has been assisting a leading private healthcare company, Spire Healthcare, with the delivery of a number of capital projects over the last two years. Our project management and cost management teams, together with our healthcare planning and sustainability colleagues, led the development of initial designs for a new major private hospital located in the South Midlands through to submission of a full planning application. Additionally, our project management team are supporting Spire with the refurbishment and expansion of their existing hospital at Bushey, Hertfordshire. This is a highly complex, multi-phased project, which has necessitated close working with the hospital management team to minimise disruption and allow patient and operational continuity.





Case Study #3

South London and Maudsley NHS Foundation Trust

Building on an Estates Strategy developed by our Healthcare Planning colleagues, our Programme Management team undertook a comprehensive estates function audit. We identified process and technical gaps in their existing approach which would compromise the Trusts' ability to deliver its ambitious strategy. We subsequently established a yearlong turnaround project to address their challenges in the Capital Planning and Property Management functions. Working closely with Trust staff our team designed streamlined processes and procedures to enable more accurate project delivery. Through careful stakeholder management, Essentia were able to achieve greater transparency and efficiency for the Trust, including embedding new capital reporting infrastructure for their Executive team.



Image courtesy of Morgan von Stenbourg

Case Study #5

Guy's Cancer Centre

Over the last six years, our Cost Management Director Fiona Leslie and several members of our team have played an intrinsic part in the delivery of the innovative new Guy's Cancer Centre. Located in a hugely constrained part of the Guy's Hospital campus, this Rogers Stirk Harbour designed landmark building provides cutting-edge cancer treatment and research. Centred around a unique 'village' concept relating to patient need, the facility also includes two floors of embedded King's College London biomedical laboratories, together with four floors of private patient unit. Fiona acted as lead scheme cost manager from inception to completion, with the £160m project delivered within budget and opened for patient use in September 2016.

Case Study #4

Evelina Children's Hospital

Essentia's relationship with Evelina Children's Hospital goes back to 1999 when David Smith, our Director of Capital Development, was part of the successful team commissioned to deliver the Sir Michael Hopkins designed new Children's Hospital. His relationship continued through the delivery of this iconic building on the St Thomas' Hospital campus, and included a number of post-completion projects designed to accommodate further capacity in the hospital and broaden the specialist service provision. Today, Essentia is providing project management and scheme cost management to the Phase 1+ programme of works, as well as providing support to the development of the Phase 2 business case which will see the hospital double its existing footprint, becoming one of the largest specialist paediatric centres in the country.



Image courtesy of Nathan Clarke

Case Study #6

Medical Research Council

Prior to joining Essentia, our Project Management Director, Dudley George, acted as Lead PM for the Construction and Occupation of the MRC's flagship New Laboratory of Molecular Biology (LMB). Located on the Cambridge Biomedical Campus, it houses some 440 scientists. The LMB has the distinction of having produced some 15 Nobel Prize winners over its history. Working as a key member of a collaborative, co-located, integrated Project Team, Dudley was instrumental in guiding an innovative two stage tender and delivery strategy, with the £212m (Total Development Cost) project being delivered under budget. The New Laboratory was opened by HM The Queen in May 2013 and won the S-Lab Major Research Laboratory of the year award in 2014. It undertakes ground breaking blue sky and applied biomedical research.



OUR TEAM

“Essentia’s long term and committed support has significantly enhanced the success of this challenging programme which improves and maintains the UK’s position at the forefront of World Class Livestock Animal Research – this trusted relationship is critical to delivery of the outcomes and the realisation of the benefits of the programme.”

Richard Surma, BBSRC Director, Estates



David Smith B.Sc. (Hons) MAPM
Director of Capital Development

David founded Essentia’s Capital Development team in 2014 with an ambition to create an exceptional consultancy focused on excellence across the Health, Science and Education sectors. Over the last four years he has led our growth from 1 to 35 people, and been instrumental in creating our innovative and market-leading offer. Prior to joining Essentia, David spent 38 years at Davis Langdon (latterly AECOM), working on several award-winning projects including Evelina Children’s Hospital, Guy’s Cancer Centre, University of Brighton Library. He is passionate about healthcare, and has dedicated his career to delivering projects which truly make a difference to the patients, their families and staff that benefit from them.

Mark Halstead B.Sc. (Hons), FRICS MAPM
Director of Programme & Project Management

Joining Essentia in 2015, Mark is the overall lead for Programme & Project Management. He has over 20 years’ experience delivering highly complex projects across the Health, Science and Education sectors. He is passionate about delivering inspirational projects that allow our client organisations to exceed their business objectives. Originally spending the first part of his career in contracting, Mark spent over ten years as a Partner at Davis Langdon (latterly AECOM), leading their multi-disciplinary Science and Technology team across Europe. He has successfully delivered many high-profile projects, including The Pirbright Institute’s award-winning Plowright Building, one of the most complex research facilities ever delivered in Europe.





Fiona Leslie B.Sc. MRICS
Director - Cost Management

Fiona leads the cost management team at Essentia and has over 20 years of experience in the construction industry working in the UK and overseas. Fiona is a sought-after cost manager with a focus on ensuring excellent project outcomes. Her strong Value and Risk Management credentials continually benefit the public and private clients she works with. Most recently Fiona has worked with the health and science sectors, in particular the Guy's Cancer Centre, a landmark building providing cutting edge cancer treatment and research delivered within budget.



Dudley George, FAPM, MICE, AMIStructE
Director - Programme & Project Management

With over 40 years of experience, Dudley has held senior roles in client, consultancy and contractor organisations. He has a strong skill base in Leadership, Development Management, Strategic Project Management and Risk and Value Management. His focus over the last 15 years has been on the Science, Higher Education and Healthcare sectors, where he has delivered a number of challenging projects. His work has included secondments to; The University of Cambridge, Peterborough Investment Partnership, Norfolk and Norwich University Hospital, University College London and Norwich City Council. Project Director roles have included the MRC's £212m New Laboratory of Molecular Biology and the Li Ka Shing Cancer Research Institute for the University of Cambridge.

Adam Trigg, B.Sc. (Hons), MRICS
Director - Programme Management

As Director of our Programme Management team, Adam is currently engaged on two major science research and development campuses. He has more than 15 years in specialist consulting within his overall 20-year career in construction and asset management across multiple disciplines in both public and private sector. An experienced facilitator, Adam frequently leads on risk and assurance reviews and is proficient at informing project recovery strategies. He has worked in the UK and overseas gaining cultural awareness and building communication skills. He has experience in Education, Healthcare, Science Research and Development, Housing, Cultural and Infrastructure sectors. He is trained in Value Management, Risk Management and Programme Management and has been a continuous part of a PMO for a science programme since early 2014.



Don Taylor, FCABE, MAPM, ICIOB, AssocRICS
Associate Director - Programme & Project Management

Don has over 40 years of experience and has held senior positions working with client bodies, consultancy organisations and contractors. A natural leader, he has worked across a broad base of industry sectors including a number of challenging projects within the Science, Healthcare and Higher Education Sectors. His career has included senior client-side roles at The University of Cambridge Estates Department and at the London School of Economics; senior consultancy roles at Currie & Brown, as lead project manager for the £300m Cavendish Laboratory for the University of Cambridge; and overseas experience in Saudi Arabia as the Construction Manager for two new Medical Cities worth £5bn. Whilst working for the University of Cambridge, Don was the client lead for the delivery of the Li Ka Shing Cancer Research Institute.



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Shared Business Services



essentia

Formed in 2013 by Guy's and St Thomas' NHS Foundation Trust, Essentia helps organisations get the most from their built environment, through a range of consultancy services. Drawing on a wealth of expertise we are able to support organisations in developing and implementing strategies that will transform your business.

SERVICES WE OFFER

Strategic Estate Development
Healthcare Planning
Capital Development
Property Consultancy
Sustainability Consultancy
Technology

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Front cover

Cancer Centre at Guy's and St Thomas' Hospital
Image courtesy of Morgan von Stenburg