



Gloucestershire
Managed Services

Annual Review

2024–2025

TOGETHER, EXCEPTIONAL EVERY DAY.

Message from our Chair

This year's GMS Annual Review showcases how well our teams have worked together, and with our partners, to deliver greater stability in our workforce, operations and projects.

I have had great pleasure spending time with many staff across all GMS departments to see this first-hand. The Review describes how GMS staff have been proactive and agile in supporting our Trust colleagues in times of need, and how relentless they have been in the pursuit of higher quality performance.



Kaye Law-Fox
GMS Chair

“GMS staff have been proactive and agile in supporting our Trust colleagues in times of need, and how relentless they have been in the pursuit of higher quality performance”

Following an influential strategic review of GMS we have benefitted from the commitment to supporting GMS to succeed. This is not only through investment, such as modernising our paper to digital systems, but also investing time in partnership working, understanding our common goals, and closer professional relationships with colleagues across our Trust.

We are enormously grateful for the renewed involvement in working jointly to deliver safe, compliant and fit for purpose services for the benefit of patients and staff across our shared responsibilities. It is through this hard work and dedication that we have seen a record dividend contribution to our Trust to reinvest in patient care.

We continue to focus on improvement and the need to be ready for the latest challenges facing the NHS. We will build on our stable foundations and demonstrate why our Trust can be confident in our reliability as a trusted partner.

Thank you.

Kaye Law Fox
GMS Chair



Message from our Managing Director

It is with great pride that I present the GMS Annual Report for this year—a reflection of the dedication, resilience, and professionalism demonstrated across our teams.

Over the past 12 months, GMS has continued to deliver high-quality support services and infrastructure that underpin safe and effective care across Gloucestershire Hospital Trust. From the successful delivery of complex capital projects to the implementation of key sustainability initiatives, our collective efforts have made a tangible difference to staff, patients, and the wider community.

This year, we have strengthened our operational capabilities, enhanced our environmental performance, and deepened collaboration with clinical and corporate partners. Notable highlights include the roll-out of the tiger bin programme, which is already delivering both financial and environmental benefits, and the completion of several critical infrastructure upgrades, including imaging and radiotherapy facilities.



Mike Gregson
Managing Director

“I would like to extend my sincere thanks to all GMS colleagues and our partners for their continued hard work and dedication”

We have also welcomed new expertise into the organisation, helping to ensure we are well-positioned to meet future challenges with confidence. As we continue to evolve, our commitment remains steadfast: to deliver reliable, innovative, and sustainable services that support the Trust’s strategic ambitions.

I would like to extend my sincere thanks to all GMS colleagues and our partners for their continued hard work and dedication. I hope this report provides a valuable insight into our progress and sets the foundation for another successful year ahead.

Mike Gregson
Managing Director



About us

Gloucestershire Managed Services (GMS) is the wholly owned subsidiary company of the Trust. It was established in April 2018 and remains an integral part of the Trust Group, providing estates, facilities and capital project services, contributing to the overall success of the Trust Group.

GMS has its own board of directors responsible for the oversight of the management of the company's business.

Its role is to ensure the company meets statutory, regulatory and contractual obligations. Through setting the company's strategic direction, it works in the interests of its shareholder and stakeholders, and GMS workforce. The Board is responsible for ensuring that the company remains a going concern through its corporate strategy and strategic objectives.

The GMS Board is accountable to the Trust Group Board. The GMS Chair is accountable to the Trust Group Chair and is an Associate Non-Executive Director of the Trust Board: the GMS Managing Director is a member of the Trust Leadership Team.

The business employs 900 people with an annual turnover of £98 million pounds. At an operational level, its financial performance both ongoing and annually is consolidated in the Trust's accounts. We also work with local NHS partners, to provide crucial non-clinical services for their business.

GMS provides the following non-clinical service for the Trust:

- ▶ Estates Management
- ▶ Materials Management
- ▶ Domestic Services
- ▶ Portering and Security
- ▶ Switchboard
- ▶ Transport and Post Services
- ▶ Human Resources, OD & Comms
- ▶ Community Engagement & Outreach
- ▶ Staff Survey Scores
- ▶ Linen, Uniform & Laundry Services
- ▶ Medical Engineering
- ▶ Capital Development
- ▶ Sterile Services
- ▶ Sustainability
- ▶ Finance Procurement and Contract Management
- ▶ Health and Safety



Estates management service

The Estates management service is responsible for maintaining over 160,000 sqm of clinical estate across multiple sites.

This includes the upkeep of building exteriors, interior finishes, essential systems, plant, equipment, and grounds.

Our team ensures the Health and Safety of Trust staff, contractors, patients, and visitors by strictly adhering to all statutory, mandatory, and local regulations, as well as industry guidelines and best practices.

Following the recent restructuring of the Estates team, we are actively working to fill remaining vacancies to further strengthen our service. A significant achievement this year has been the successful completion of all appraisals and training at both GRH and CGH within the financial year, reflecting a strong commitment to staff development.

Additionally, we are in the process of digitising all our O&M manuals to improve accessibility and efficiency. Once completed, these will be uploaded to MiCAD, ensuring quick and easy access to critical building and maintenance information for the next financial year.

The **Catering** department has made significant strides in enhancing service quality and reducing waste, but further focus is required in implementing the Electronic Meal Ordering and stabilising in the next financial year after the reduction of the food supplement to all Staff. We aim to elevate performance and ensure an exceptional dining experience for all patients and staff. Catering services provide an average of 1,500 patient meals every day, and 750 meals for staff and

visitors. Our menus are carefully designed by our experienced chefs and we use quality ingredients. We offer a wide range of food options and a selection of hot and cold beverages, served by friendly staff. We also have vending machines available across both sites and offer services for special events on request.

The catering team provided the food for special events and celebrations including Christmas, Easter, Iftar, Onam, Black History Month including others. The food served at these events always proves to be popular with staff and patients.

In April 2023, GMS catering took over the St Lukes and Oncology shops at CGH from the Royal Voluntary Society (RVS), donating £5,320 to the Cheltenham and Gloucester Hospital Charity.

Catering teams have completed phase 1 of the food waste recycling project, supporting the Green Plan's goal of 100% food waste recycling. Phase 2 will expand collection to ward kitchens, clinical areas, and staff kitchens using caddies like those used at home.



Materials management

Materials management is an integral part of the Trusts NHS Supply Chain stock replenishment and continually manages to make significant saving through various efficiency initiatives.

Our department spends in the region of £15m every year for the Trust on NHS Supply Chain stock. The warehouse has been driving more of the stock through automated ordering systems, reducing waste and ensuring quicker turnaround times for wards and departments. This smarter, data-driven approach not only boosts efficiency but also helps maximise value for patients and frontline teams.

The warehouse layout and organisation has been designed for efficient movement of materials, and items are stored in a manner that maximises space utilisation and minimise damage. There is ongoing training provided to the manager and staff to keep them up to date with the latest trends and maximise efficiency.

All opportunities for cost saving have been negotiated with a total of £300k being saved this year.



Domestic Services

The Domestic Services Team at GMS continues to play a critical role in delivering clean, safe, and welcoming environments across all our healthcare sites.

The team have successfully supported infection prevention and control during several high-demand periods (including e.g., flu season, ward moves, or deep cleans). Rolled out the national cleaning standards which has made us more efficient and improved our cleanliness across the Trust, achieving better patient experience in a uniformed way.

Welcomed a new Associate Director and Deputy Director of Facilities which improved the quality of management and enhanced the team capacity.

New equipment including vacuum cleaners and mops in addition to trialling new floor scrubbing machines has made the department more efficient. They have been able to optimise domestic rotas and staff allocation based on activity mapping and peak-time analysis.

patient experience. Continuous improvement, innovation, and staff engagement remain at the core of our strategy for the upcoming period.



Metric	Actual	Status
Daily cleaning audit pass rate	100%	Exceeded
Patient area cleaning response	26 mins avg	Met
Deep cleans completed	57/ month	Above Avg

The Domestic Services team continues to deliver a consistently high standard of service across GMS-operated sites. Their contribution remains integral to infection prevention and the overall

Portering & Security

The Portering Service operates a 24 hour, seven-day-a-week service. The core functions are the transportation of patients and goods around our hospitals.

They also play a crucial role in other services, acting as the Ground Safety Team for the Air Ambulance and being part of the Fire Team, with it's primary role being one of access control.

The security service is being managed by the team and involves emergency and violence and aggression (V&A) calls which helps to ensure the patients and staff are safe.

We're dedicated to maintaining a safe environment for all. A dedicated GMS Security team has been in place at Gloucestershire Royal Hospital's Emergency Department, providing support to ensure the safety of both patients and staff.

The nature of this team means they constantly deal with changing demands and risks. They have had first aid training on mental health and have access to hot and cold debriefs which have been of great benefit.

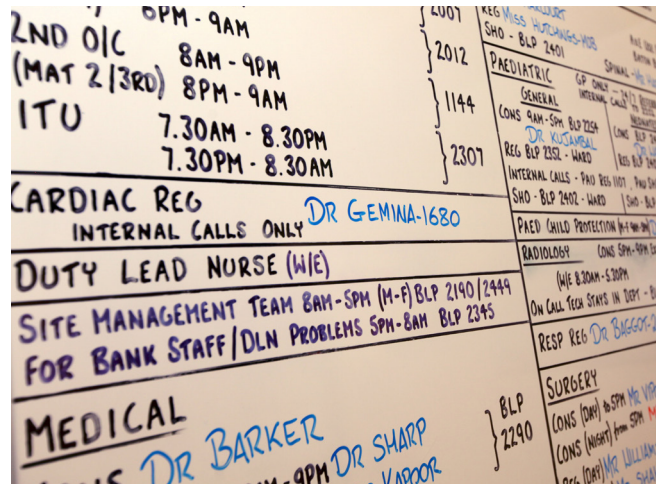


Switchboard

The Switchboard team continues to provide a vital front-line service, acting as the primary point of contact for both internal and external calls across Gloucestershire Hospitals NHS Foundation Trust.

Operating 24/7, the team handles a high volume of enquiries with professionalism and efficiency, ensuring timely call transfers, accurate messaging, and rapid coordination in emergency situations such as cardiac arrests, major incidents, and clinical escalations.

The current switchboard system needs upgrading in the near future in order to continue supporting operational resilience, improve reliability and call tracking.



Department	Staff/Details	Contact/Time
2ND OIC	(MAT 2/3RD)	8AM - 9PM
ITU		7.30AM - 8.30PM 7.30PM - 8.30AM
CARDIAC REG	INTERNAL CALLS ONLY	DR GEMINA-1680
DUTY LEAD NURSE (W/E)		
SITE MANAGEMENT TEAM	8AM-5PM (M-F)	BLP 2140/2444
FOR BANK STAFF/DLN PROBLEMS	5PM-8AM	BLP 2345
MEDICAL	DR BARKER	
	DR SHARP	
PAEDIATRIC	CONS 8AM-5PM BLP 2254	
GENERAL	CONS 8AM-5PM BLP 2254	
REG BLP 2352 - WARD		
INTERNAL CALLS - PAID RES 1001		
SHO - BLP 2402 - WARD		
PAED (CHILD PROTECTION)		
RADIOLOGY	CONS 8AM-5PM	
ON CALL TEAM STAYS IN TRIP		
RESP REG	DR BURGESS	
SURGERY	CONS (DAY) 8AM-5PM	
CONS (NIGHT) 8PM-5AM		



Transport and Post Services

The Transport and Post Services at GMS play a vital role in ensuring the smooth operation of hospital logistics.

This team is responsible for the efficient movement of medical supplies, equipment, and essential documents between sites, supporting the wider operations of the Trust.

GMS Transport currently undertake seven scheduled routes supporting Gloucestershire Hospitals and Care services covering an average of 800 miles per day, they transport Post, Medical records, CSSD, Pharmacy, Specimen's, and supplies to all the community and acute Hospitals throughout Gloucestershire, Transport provide daily had hoc transport services across site. We also undertake transportation of emergency specimens and equipment to Bristol and Oxford when required.

The transport team also plays a key role in sustainability efforts, optimising routes and using fuel-efficient vehicles to minimise environmental impact. Their work helps streamline hospital operations, reducing delays and improving overall service efficiency. Alongside transport services, the post team ensures all internal and external mail is handled promptly and securely. From sorting and distributing letters between departments to managing recorded deliveries and special dispatches, they provide a critical communication link for the organisation.

The post room at GRH process all outgoing mail from both GRH and CGH, there is a small Post room in CGH Which is run by Gary Hyett and the portering staff.

On a weekly basis GRH sent out thousands of items of mail:

Mail category	Avg. amounts per week
Standard letters	22000
Large letters	500
Parcels	400
Recorded deliveries (signed for)	50
Special deliveries (next day)	140

GRH Post room have 376 pigeon holes made up of internal departments, for both GRH and CGH, Doctors surgeries, Community Hospitals and Gloucester care services. We Deliver and collect post to most wards and departments daily. We have an internal mail directory with all internal locations (Available from GRH Post room).

Together, these services form the backbone of hospital logistics, ensuring that both clinical and non-clinical teams have everything they need to deliver high-quality care.



Human Resources, Organisational Development and Communications

This year, GMS focused on strengthening our workforce through improved recruitment, staff development, and internal communications. We launched new onboarding materials, promoted staff awards and surveys, and supported leadership development. Our communication efforts ensured teams remained informed, connected, and engaged across all areas of the organisation.

At GMS, maintaining safe staffing levels remains a key priority in ensuring the delivery of high-quality services. We have made significant progress in recruitment this year, with several critical roles successfully filled including a fully functional Senior Leadership Team and Management Team that have regular operational meetings. This continued momentum is vital to sustaining operational resilience across our departments.

To support this, we are investing in our employer brand. The Communications team is currently updating the GMS website, with a particular focus on a refreshed Services section. These enhancements aim to better reflect our organisational identity, improve engagement with potential candidates, and reinforce our position as an employer of choice within the healthcare sector.

Internally, efforts are underway to improve development opportunities for existing staff which will help embed a culture of continuous learning and support career progression across the organisation to support staff retention.

Apprenticeship Programme

Our Apprenticeship Programme continues to support staff development and provide accessible career pathways within GMS. We currently have 18 apprentices across a range of service areas. Of these, 15 are existing employees upskilling through the programme, and 3 are new recruits who joined GMS as apprentices. Recently, two colleagues successfully completed their Level 2 Team Leader/Supervisor qualifications, reflecting our focus on developing leadership capability within the organisation. We also have one Level 6 Chartered Manager apprentice from the Domestic team. The programme remains a key part of our workforce strategy, offering structured learning, career progression, and long-term retention benefits.



Community Engagement and Outreach

This year, GMS supported several community initiatives, including the “Lions at Large” trail raising funds for local cancer care. From charity events to environmental campaigns, our outreach work reflects our commitment to giving back and making a positive impact beyond our core services.

We continue to strengthen relationships with local education providers and community groups to promote career opportunities within GMS. We are working closely with Stroud College to support the next cohort of supported interns this September, reinforcing our commitment to inclusive employment pathways. We are also working with the Trust Volunteering Service to reintroduce the Patient Trolley Service. This initiative, in partnership with the “We Want You” Team and the Integrated Care Board, offers valuable experience to individuals developing their English skills, NHS Cadets, students, and young people supported through the Care Leavers Covenant. GMS is also hosting two supported interns from Stroud College as part of the national Supported Internship programme for young people with SEND and EHC Plans. Feedback from both college staff and GMS teams has been overwhelmingly positive, with strong interest in supporting future placements.

Our recruitment communications are also evolving with promotional videos developed with a focus on Portering, Catering and Domesticity. This has improved candidate quality and are being used by local schools and partners at careers events.

In the past year, GMS proudly extended its community impact by sponsoring a lion sculpture for the “Lions at Large – The Pride of Gloucestershire” trail, a public art

initiative led by Cheltenham & Gloucester Hospitals Charity to raise funds for new cancer care facilities. The trail will launch in summer 2025 across Cheltenham and Gloucester, with GMS’s involvement helping to raise awareness and support for the Big Space Cancer Appeal. This sponsorship reflects our commitment to enhancing healthcare environments and championing community well-being. It also provided an exciting opportunity to engage our teams and show our support for a cause that directly benefits patients, staff, and the wider community.



Staff Survey Scores

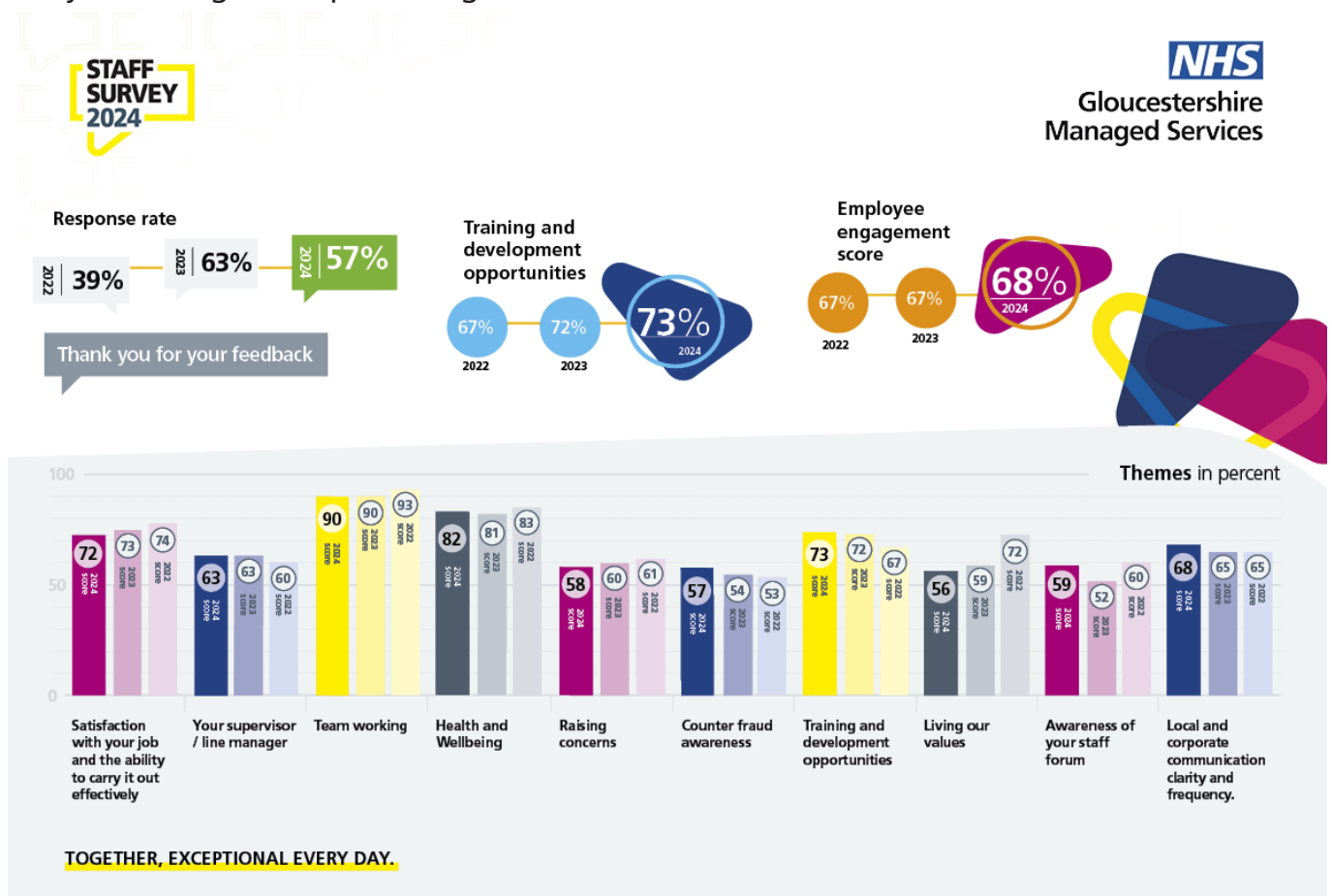
Staff survey results showed year-on-year improvement in most areas, reflecting growing engagement and positive impact from recent changes.

This year's staff survey results show a positive trend for GMS, with 8 out of 12 question categories improving year on year. Notably, efforts to boost staff engagement—such as more inclusive team meetings—have led to a 6% rise in positive feedback around participation.

changes during the survey period.

These results show that recent changes are making a difference, and we will continue building on this momentum to improve staff experience across the board.

Although overall response numbers dipped slightly, more departments took part, helping drive an increase in the employee index across most areas. The Estates department was the exception, likely reflecting the impact of significant



Linen, uniform and laundry service

Linen, uniform and laundry service is open at both sites six days a week; the department ensures that every ward, clinic and theatre has enough clean sheets, bedding and scrubs to ensure that they provide the best service to our patients.

In addition to our laundry service we manage the curtain function throughout both hospitals ensuring that curtains are changed regularly and as required by the nursing staff.

We also ensure all new staff have the appropriate uniform required and offer basic sewing and fitting services.

KPI for Linen Services performed well across the year and there was an increase in uniform purchasing by GMS on behalf of the Trust supporting the overall recruitment drive. The Level of Linen Service was consistently delivered at 100% each month as the requirement for linen availability was met.



Medical Engineering

Medical Engineering provides services that assist in the safe use and effective management of medical equipment.

The department also manages the electrical safety testing of portable non-medical appliances. This ensures the safety of staff, patients and visitors when using our appliances, along with those brought into our hospitals by patients.

Medical Engineering has provided its services to 168 unique sites, performed 17,550 planned preventative maintenance (PPM) tasks, 9,005 reactive maintenance (Repair) requests, 23,896 PAT tests and 11,100 other tasks (including as Acceptance of new and trial equipment, upgrades and decommissioning).

The department has met the Trust KPIs for both reactive maintenance and planned preventative maintenance in 11 out of 12 months of 2024/25.

They successfully achieved annual recertification of their ISO 9001:2015 Quality Management System for provision of Medical Engineering Services.



Capital Development

Capital Development drives the long-term estates strategy for the Trust. The team oversees the planning, design, and construction of new facilities, ensuring all building projects align with the Trust's objectives.

From modernising existing spaces to creating new healthcare environments, Capital Development ensures that the Trust's estate supports the delivery of high-quality care both now and in the future.

The team have completed several significant capital projects; at GRH the Emergency Department introduced a new CT scanner, significantly improving diagnostic capabilities for emergency cases.

At CGH, the Radiology Department received a new GE Signa Voyager MRI scanner, replacing a 12-year-old model, to provide improved imaging quality and faster scan times. Additionally, the first phase of the Image Guided Interventional Surgery (IGIS) project at CGH introduced two dedicated Interventional Radiology (IR) labs for complex cases.

The second phase at GRH, completed in October 2024, added two IR labs, three Cath labs, a Cardiology and Interventional Radiology Day Case Unit, and other support facilities.

Furthermore, the Radiotherapy Department collaborated with the Capital Team to install a new linear accelerator, enhancing the hospitals' capacity to deliver precise cancer treatments. These projects reflect GMS's commitment to continuous investment in facilities and technology, aiming to build a healthier future for Gloucestershire.

The Capital Plan spend for 2024–2025 was £26,873k with most of the allocation being spent on ongoing projects but with 32 principle projects that were completed in year or initiated for spend in 2025–2026.

There are 104 backlog projects which included works on roof, oxygen systems.



Sterile Services

The Sterile Services Department is responsible for the decontamination and reprocessing of reusable medical devices, serving both internal departments and external customers.

The team operates under a robust Quality Management System compliant with ISO 13485:2016, which underpins all aspects of service delivery. This internationally recognized standard not only ensures regulatory compliance but also reflects the department's ongoing commitment to quality, patient safety, and service excellence.

Operational performance continues to be strong. In 2024/5, the department reprocessed a total of 241,715 instrument sets, an increase from 238,890 in 2023/4. This growth reflects both rising clinical demand and the team's efficiency in meeting service needs. Remarkably, all Key Performance Indicators (KPIs) were achieved across both processing sites, despite the challenges posed by ongoing building works and infrastructure disruptions throughout the year.

Significant investment has also been made in modernising infrastructure to further enhance service reliability and efficiency. Building Management System (BMS) upgrades have been completed in the Sterile Services department and Theatre 8 at Gloucestershire Royal Hospital, as well as in Theatres 1, 2, and 6 at Cheltenham General Hospital.

The department took on additional work to support Redditch and Hereford Hospitals, which enabled them to carry out patient procedures using their Da Vinci Robot equipment

until their Sterilizers were installed. This generated funds for GMS



Overall, the Sterile Services Department continues to demonstrate resilience, innovation, and a strong focus on quality as it supports safe surgical care across the organisation.



Sustainability report

Our Trust aligns with the national ambition on climate change by aiming to reduce emissions by 2040 and influence reductions across the supply chain by 2045.

GMS has done this by implementing a comprehensive Green Plan for the Trust. This includes initiatives such as enhancing energy efficiency in our facilities, promoting sustainable travel options for staff and patients, and adopting low-carbon medical technologies.

By integrating sustainability into our operations, we aim to improve patient care, reduce health inequalities, and contribute to a healthier environment for future generations.

Waste management

Food waste

Diverted 86 tonnes at GRH and 13 tonnes at CGH for anaerobic digestion, converting waste to renewable energy. A program converting food waste into fertiliser supports sustainability and cost-efficiency goals.

Clinical waste segregation

The introduction of 396 'tiger bins' for non-infectious clinical waste has led to significant environmental and financial benefits, including projected annual savings of approximately £40,000 and an annual reduction of 140 tonnes of CO₂ emissions saved across both sites.

Energy efficiency

HV cable upgrades

Improved energy reliability and reduced transmission losses.

Pathology heating

Pathology heating at Gloucester upgraded from calorifiers to plate heat exchangers, improving efficiency and reducing gas consumption.

Sustainable facilities

Eco-Friendly grounds

Native trees planted and bug hotels introduced to support biodiversity.

Medical gas

A new gas scavenging system is being installed at the GRH Women's Centre to remove and destroy Entonox, a gas widely used in maternity care. This system will save approximately 500 tonnes of CO₂e per year.

These initiatives help the Trust reduce emissions, minimise waste, and operate responsibly for a greener future.



Finance, Procurement and Contracts

The financial position of GMS remains stable, with continued focus on delivering value for money, supporting operational priorities, and enabling sustainable investment across services.

The Procurement and Contracts Department remains central to GMS’s operational integrity and risk management. This year, the team supported key business initiatives by ensuring contracts—from vendor agreements to service-level arrangements—are strategically aligned, compliant, and clearly structured.

A major focus has been on strengthening legal and regulatory compliance through stakeholder collaboration, regular reviews, and policy updates. These efforts safeguard GMS’s interests and promote responsible practices.

The team has also improved contract lifecycle management by expanding standardised templates, accelerating review processes, and increasing transparency.

Looking ahead, the department is committed to enhancing contract governance to support business growth and uphold GMS’s values.

Gender Pay Gap Report

GMS is committed to an equitable employment experience to attract and retain a skilled workforce.

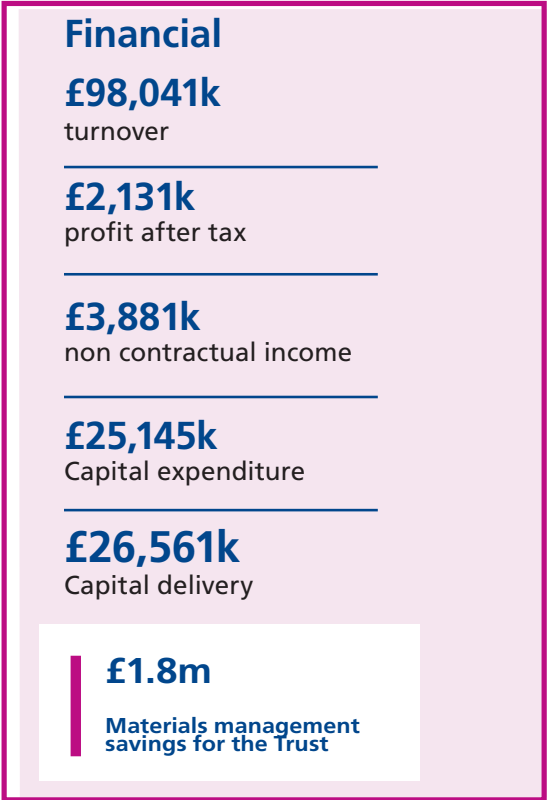
As of 5 April 2024, GMS reported 792 staff with a 47% male and 53% female split.

The gender pay gap has improved:

Mean gap: reduced from 5.49% (2023) to 2.92% (2024) in favour of male employees.

Median gap: shifted from 2.37% in favour of males to 0.64% in favour of females.

This progress supports GMS’s aim to be a local employer of choice and reinforces our ongoing commitment to gender pay equality and workforce retention.



Health and Safety

The health, safety, and wellbeing of our staff, patients, visitors, and contractors remains a top priority for GMS. Over the past year, we have continued to strengthen our health and safety culture through proactive risk management, improved incident reporting, and increased staff training.

Over the past year, Gloucestershire Managed Services (GMS) has taken significant steps to strengthen our health and safety management system. We have introduced a two-year strategic work plan focused on key priorities identified in our 2024/2025 annual Health and Safety Report. These include the development of organisational risk assessments across all departments, the implementation of targeted workplace inspections, and a comprehensive training programme to support competency and safe working practices. In addition, a draft GMS Health and Safety Policy has been completed, alongside the appointment of a new interim Head of Health, Safety and Compliance, ensuring strong leadership and accountability at the core of our safety culture.

To enhance assurance and contractor control, GMS has begun the implementation of Heresafe Contractor Management System, with an ongoing Data Protection Impact Assessment (DPIA) to ensure compliance with data governance requirements. The system will provide greater visibility and control over contractor activities, inductions, and permit-to-work processes. Furthermore, a revised approach to asbestos management has been implemented, supported by staff training, policy updates, and a new digital asbestos risk register. These initiatives reflect GMS's commitment to proactively managing risks, embedding a culture of

continuous improvement, and ensuring the safety and wellbeing of all staff, patients, and service users across our estate.





GMS is a trading name of Gloucestershire
Hospitals Subsidiary Company Limited
(Company registration number 11124256).