

Quality  
Healthcare  
Environments



***Property Services***

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NHS Property Services Ltd



# NHS Property Services: strategy for the future – the start of our journey

PCPF Annual Conference  
Thursday 21 November 2013



# Who we are and what we do

- Created on **1 April 2013**
- Member of **NHS family** and a **limited company**
- **Sole shareholder** – Secretary of State for Health
- Assembled from the **previous PCT and SHA estate functions**
- Bringing together:
  - **161 organisations**
  - **3,000 staff**
  - **3,936 assets**
  - Covering **over 35 million square feet**
  - With **12,000 tenants**
  - Valued at **£3 billion**



# Who we are and what we do

We bring together an expert team of **estates, buildings and facilities professionals** to effectively and efficiently **run, manage, and develop property services for the NHS.**



# What we do

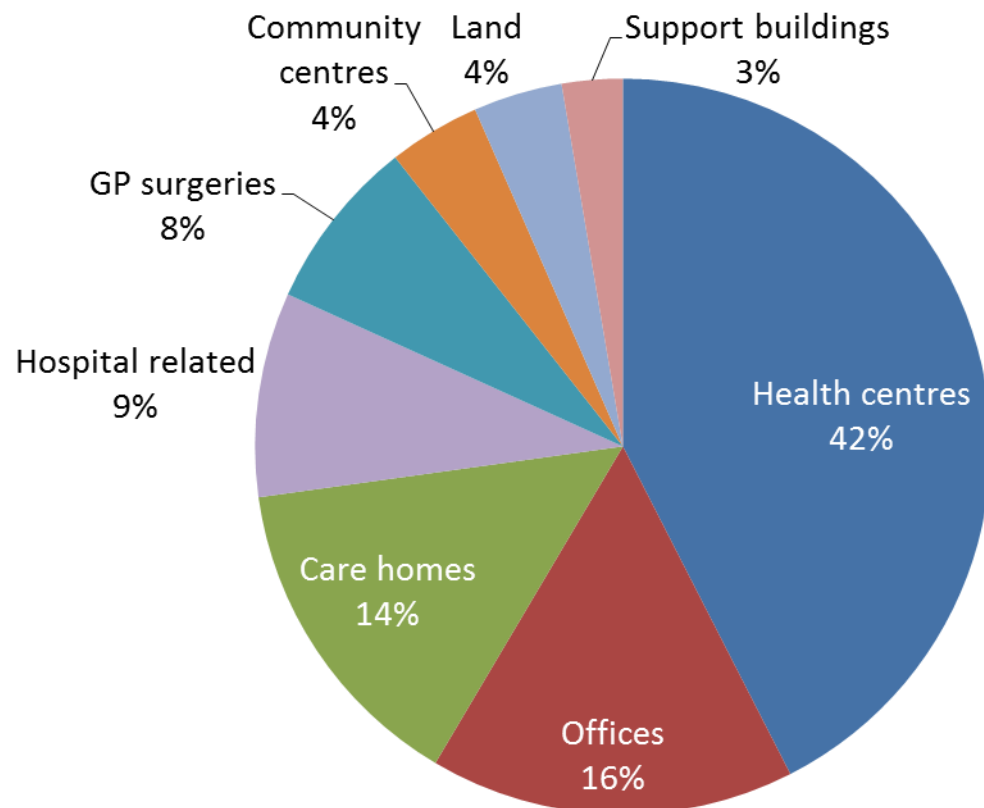
We aim to **provide the best healthcare property management** for tenants, patients and taxpayers by:

- **Creating the best environment for healthcare**
- **Maintaining, improving and optimising the use** of our existing estate
- **Developing, building and acquiring** high-quality purpose-built new facilities
- **Disposing** of properties that are vacant and redundant
- Maximising **value for money**
- **Returning all monies to NHS/DH**





# Our property portfolio (1 April 2013)



# The challenges of our legacy

- **Very mixed estate** – the old, the new, the good, the bad, the underused and the vacant
- Diversity of **IT systems** across 350 locations
- Many different inherited **structures, systems and procedures** – and **cultures**
- **A lot of expertise** – spread across the company



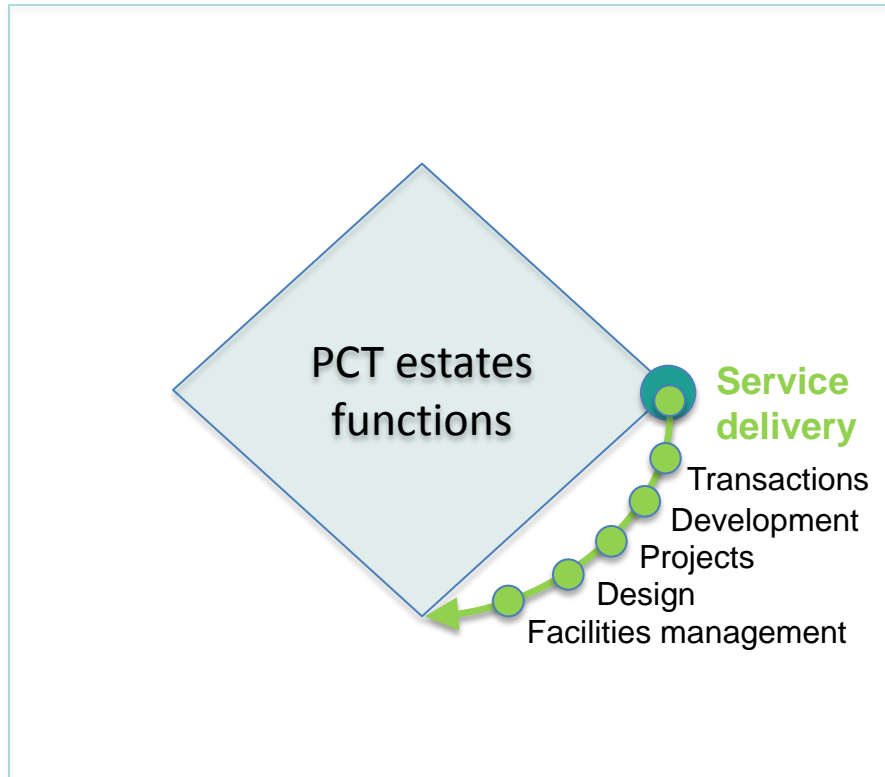
# The benefits of our national scope

- **Focus: property is the core of our business**, not just a division
- Developing and applying **more consistent** systems, procedures and standards
- The ability to **drive efficiency and access economies of scale** unavailable in the past
- A more **strategic approach** to estates management with shared professional expertise
- Continuing to support **local needs**, while sharing **best practice models**
- Applying more **commercial rigour**

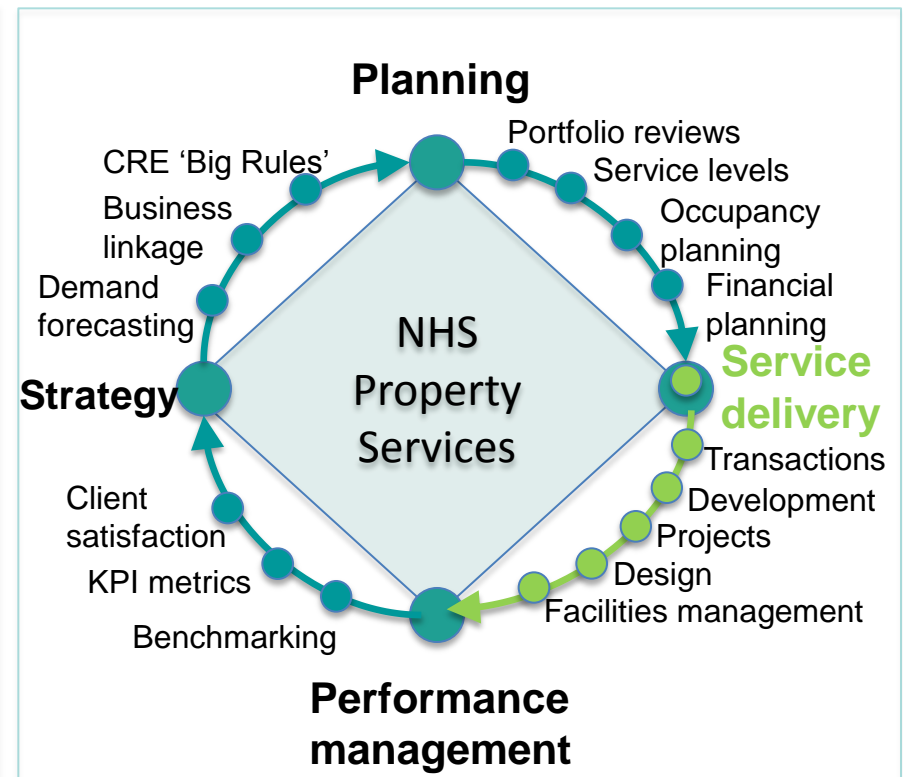




## Old PCT estates functions (x161)



## NHS Property Services



# What we've done so far

## Since 1 April 2013, we've:

- **Maintained continuity of safe, clean and efficient services**
- **Opened new and refurbished hospitals and health centres** in many parts of the country
- **Started construction on new facilities** to enhance local healthcare provision
- **Won awards** for design, sustainability and facilities management
- **Disposed** of assets that are no longer fit for purpose
  - **28 sites** – including **16 freehold properties**
  - Generating over **£13.1 million**
  - Releasing land/facilities for **141 housing units**



# Delivering on our shareholder priorities: disposals

Between August 2013 and April 2015

- We have earmarked for disposal **289 properties** – including **181 freehold properties** for sale by **April 2015**
- To generate **> c£97 million** capital receipts
- To generate **savings of > £6 million p/a costs** for maintaining vacant premises
- Release land for **991 residential units**

All monies remain within DH and NHS

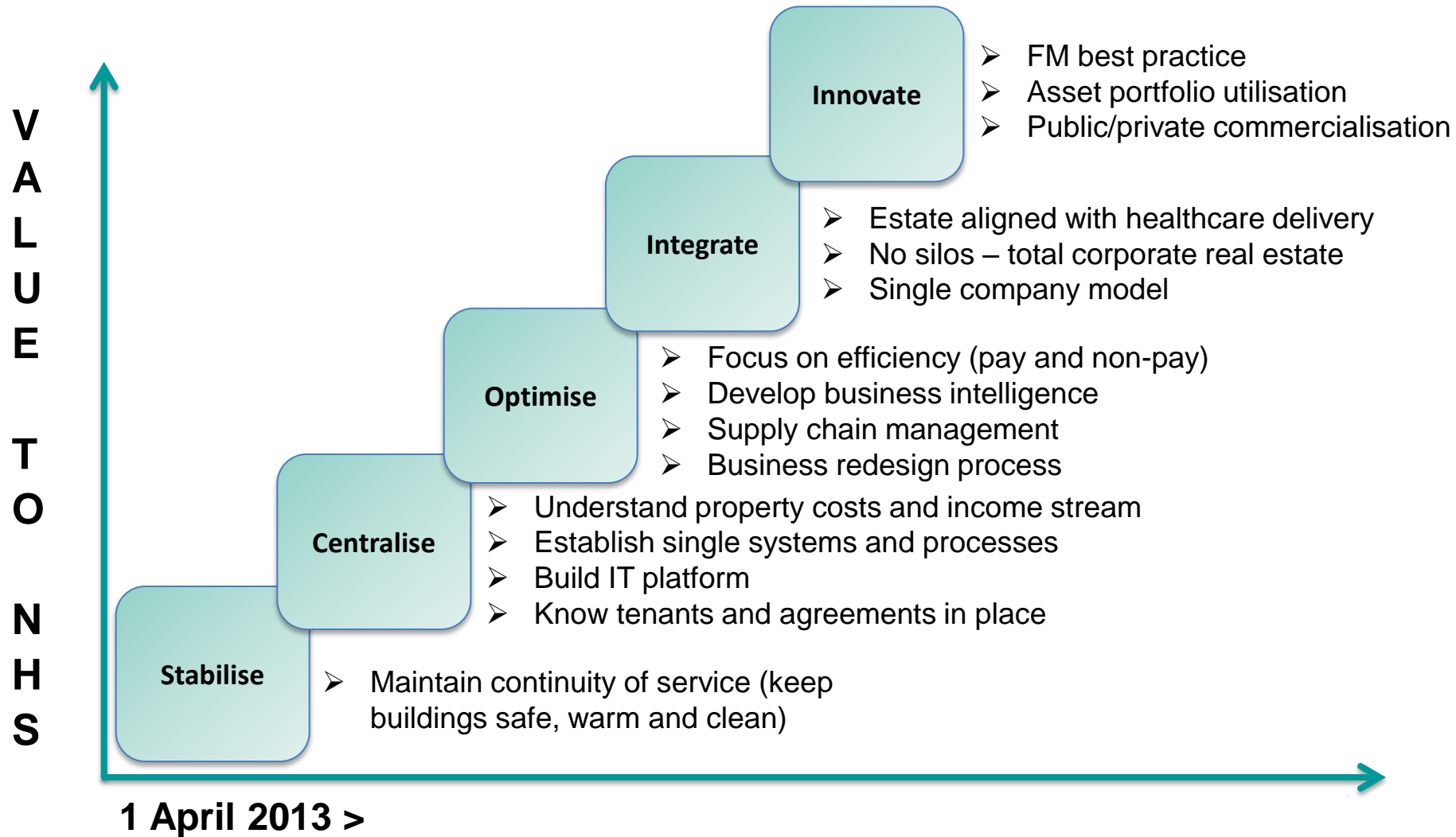


# Delivering on our shareholder priorities: efficiencies

- **Business redesign** – the right structures aligned to the two sides of our business:
  - Asset management
  - Facilities and management services
- **Single company approach** – completing the consolidation
- **Optimising procurement efficiencies** – cost and volume
- **Review FM services** – to ensure efficiency of provision



# Our change journey: from transition to transformation





# NHS Call to Action: the questions we must ask

Source: NHS England, July 2013

## A call to action

How can we improve the  
quality of NHS care?

What must we do to build  
an excellent NHS now and  
for future generations?

How can we maintain  
financial sustainability?

How can we meet  
everyone's healthcare  
needs?

# Factors likely to impact on the future of healthcare provision

## 1. Increasing and changing demands on healthcare

- Projected population growth
- Ageing population
- Increase in long-term conditions

## 2. Financial pressures

- Increasing cost of health
- Constrained public resources

## 3. Further NHS reforms?

- Future ownership of NHS asset stock etc



# Our role in building the future of healthcare

- **Professionalisation**
  - Optimising and strengthening our professional expertise
- **Customer focus**
  - Understanding tenants' needs and priorities
- **Commercial rigour**
  - Applying consistent models and standards
- **Innovation**
  - Anticipating future health economy needs
- **Environmental sustainability**
  - Reducing carbon consumption
- **Partnership**
  - Collaboration across sectors



# Making best use of NHS estates: the way ahead

- **Maximising the use of space**
- **Environmentally sustainable properties**
- **Innovative joint ventures**
- **Co-location of more health-related services**
  - Wider range of services under one roof
  - More complexity and specialism of community-based services
- **More broad-based multi-function facilities**
  - NHS
  - Non-NHS
  - Private sector



# What will success look like?

- **One company**
  - Delivering efficiently
  - Lowering costs
  - Improving quality
  - Making a mark through innovation
- **Fit-for-purpose estate**
  - Commercially managed
  - Best-in-class facilities management
  - Maximising technology
- **First choice employer**
  - Recruiting and retaining the best staff
  - Supporting staff to fulfil their potential





Quality  
Healthcare  
Environments



***Property Services***

Property strategies and solutions.  
Estate and facilities management.  
Safety. Efficiency. Sustainability.  
Specialist knowledge, skills and advice.

