



Property Services

Primary Care Premises Forum, 19 November 2015

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Agenda

- Who we are
- A rapidly changing NHS
- Property as a catalyst for change
- What we have achieved
- Our journey, challenges and priorities

Who we are

- We manage one of the UK's largest property portfolios, worth over £3.4 billion
- Over 3,000 properties
- 10% of the total NHS estate
- A Limited company, owned by the Secretary of State for Health



What we do

- Reduce costs and release value
- Deliver professional property solutions and services to our customers:
 - Strategic advice on estate and infrastructure
 - Manage new developments, refurbishments and improvements
 - Run facilities management services
 - Dispose of surplus properties
 - Maximise use of space, and ensure cost-effective use of the portfolio



A rapidly changing NHS

- Drive for 24/7 provision
- NHS *Five-Year Forward View* will radically change how care is delivered:
 - GPs offering a broader range of services, including those traditionally provided in hospital on a 24/7 basis
 - Community Hospitals – intensification of use, with good design and space utilisation
 - Local rehabilitation centres – reducing use of hospital beds (a whole new property requirement)

Property as a catalyst for change

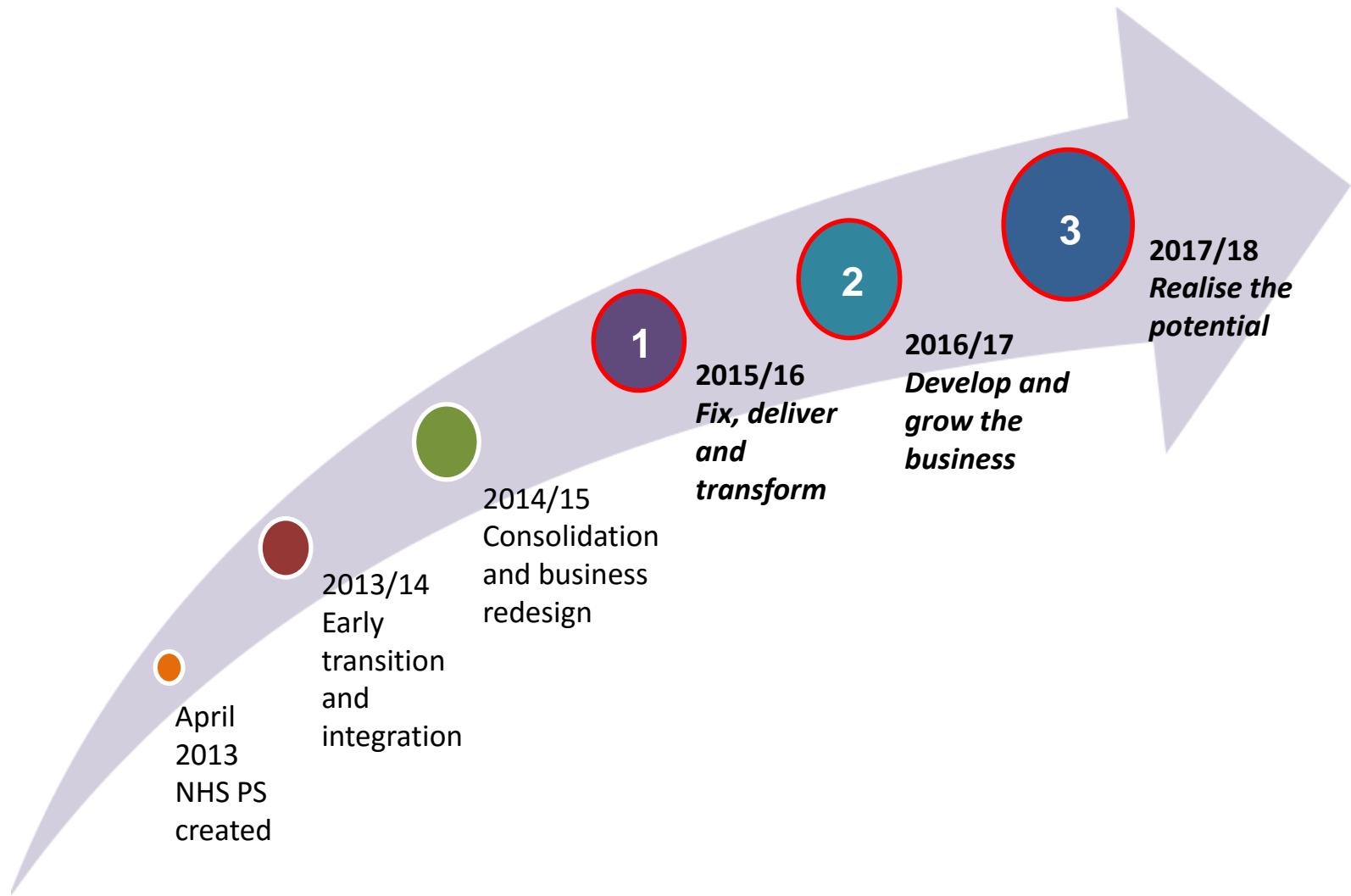
- Strategic asset management
 - Local estate plans with CCGs
 - Interlinked with a new national property strategy
- Investment
 - In line with the NHS *Five-Year Forward View*
 - Prioritised through strategic estates plans
 - Self-funded
- Facilities management
 - Rationalising over 2,000 inherited FM contracts to around 200
 - Working to deliver a 24/7 service delivery model

What we have achieved

- Reduced property running costs from £846 million to £766 million in first two years, saving the NHS £80 million
- Disposed of 186 surplus properties, realising £125 million capital receipts
- Released land for over 2,553 new homes
- Delivered over 150 new capital investment projects
- Streamlined facilities services contracts to save money and enhance quality



NHS PS Journey



Challenges and priorities

1. **Customer interface:** reorienting the organisation around the client organisations we support
2. **Agility:** changing our internal approval processes so that we make decisions more quickly
3. **Capital projects:** enhancing our project management so we better manage new schemes/developments
4. **Lease regularisation:** so that we have formal, clearly articulated landlord and tenant relationships in place
5. **New trading model:** to create a more dynamic portfolio

Challenges and priorities ...continued

6. **Strategic Estates Planning:** deliver stronger strategic support to local NHS organisations
7. **Billing:** clearer, more accurate billing and financial arrangements, combined with better income recovery
8. **Procurement:** improving our processes so that we can be more responsive to customer needs
9. **Improving our data:** so that we have up-to-date and accurate information
10. **Improving our systems:** to create a new corporate systems architecture, delivering better information for us and our customers

Summary

- Progress made, but much more to do
- Connecting our organisation with our customers
- Delivering value back to the NHS
- Providing infrastructure and services to support new models of care