



Introduction to NHS Property Services



Who we are

NHS Property Services (NHSPS) is a government-owned company which exists to help the NHS get the most from its estate and ensure that it is consistently fit for purpose, so that healthcare professionals can focus on delivering excellent patient care.

We have unparalleled facilities and asset management property expertise to help our customers make informed decisions about their estates on behalf of their local communities, so every patient can get the care they need in the best space and place for them.

Today our portfolio is one of the largest in the UK, comprising more than 3,000 properties with 7,000 occupiers across England. This represents about 10% of the total NHS estate.

Our properties range from listed buildings through to award-winning, state-of-the-art integrated health campuses. Few property companies have such a breadth of expertise as both a landlord and a service provider.

Since NHSPS was established in 2013, our portfolio has been evolving. It's been a period of tremendous change for the NHS, with the implementation of the NHS Long Term Plan and new models of care meaning that buildings have to deliver much more than before. We use our expertise in estate management and service provision to achieve value and cost efficiencies, with every penny reinvested back into the NHS.

Our structure and service offering

We employ 5,000 people who are dedicated to enabling excellent patient care through better estate and facilities management.

Our role is to:

- Advise customers on how to get the most out of their property
- Optimise customers' and the wider NHS estate
- Provide essential facilities management services
- Invest in the estate through new buildings and refurbishments
- Develop new opportunities for the NHS estate

Key stats



Formed in
2013



3,000
properties



5,000
colleagues



7,000
occupiers



6,000,000
patients daily



24/7
support

Our services include:

Advisory services

- Professional property advice
- FM support
- Technical guidance
- Procurement advice
- HSE consulting
- Best practice
- Data management
- Technology enablement
- Energy and environment
- People management
- Technical compliance and CAFM expertise

Options development and analysis

- Options analysis and business case development
- Project evaluation
- Financial analysis and reporting

Disposal management

- Marketing strategy
- Property due diligence
- Sales process
- Bid analysis/selection
- Transaction negotiations
- Contractual completion
- Housing delivery support

Property management

- Lease negotiations/lease event management
- Rent reviews
- Rates management and rating appeals

Portfolio optimisation

- Stakeholder engagement
- Asset management
- Estate optimisation
- Vacation planning

Space management

- Space utilisation studies
- Sessional space management
- Vacant space management

Town planning

- Local plan representations nationally
- Brownfield and greenbelt reviews
- Planning appraisals
- Pre-application, master planning and planning applications
- Section 106/CIL advice

PFI

- PFI advisory
- Cost consultancy
- Contract management

Helpdesk

- Customer call handling
- FM task management/helpdesk

Soft facilities management

- Cleaning
- Reception
- Security
- Waste management
- Portering
- Grounds maintenance

Hard facilities management

- Building maintenance
- Technical compliance
- M&E systems

Legal

- Title due diligence
- Planning law
- Contract negotiations
- Litigation support

Property development

- Delivery of new health infrastructure and value release
- Feasibility and options analysis
- Legal and technical due diligence
- Design and planning
- Development management

Construction project management

- Refurbishment
- Extensions
- New builds

Our customers

Our customers are at the heart of everything we do, and our primary goal is to make sure that the NHS estate meets their needs and supports them to deliver excellent patient care.

Our customers include:



GPs/Practice Managers



Clinical Commissioning Groups (CCGs)



Foundation Trusts



Social Enterprises/Charities



Private Providers



National Bodies

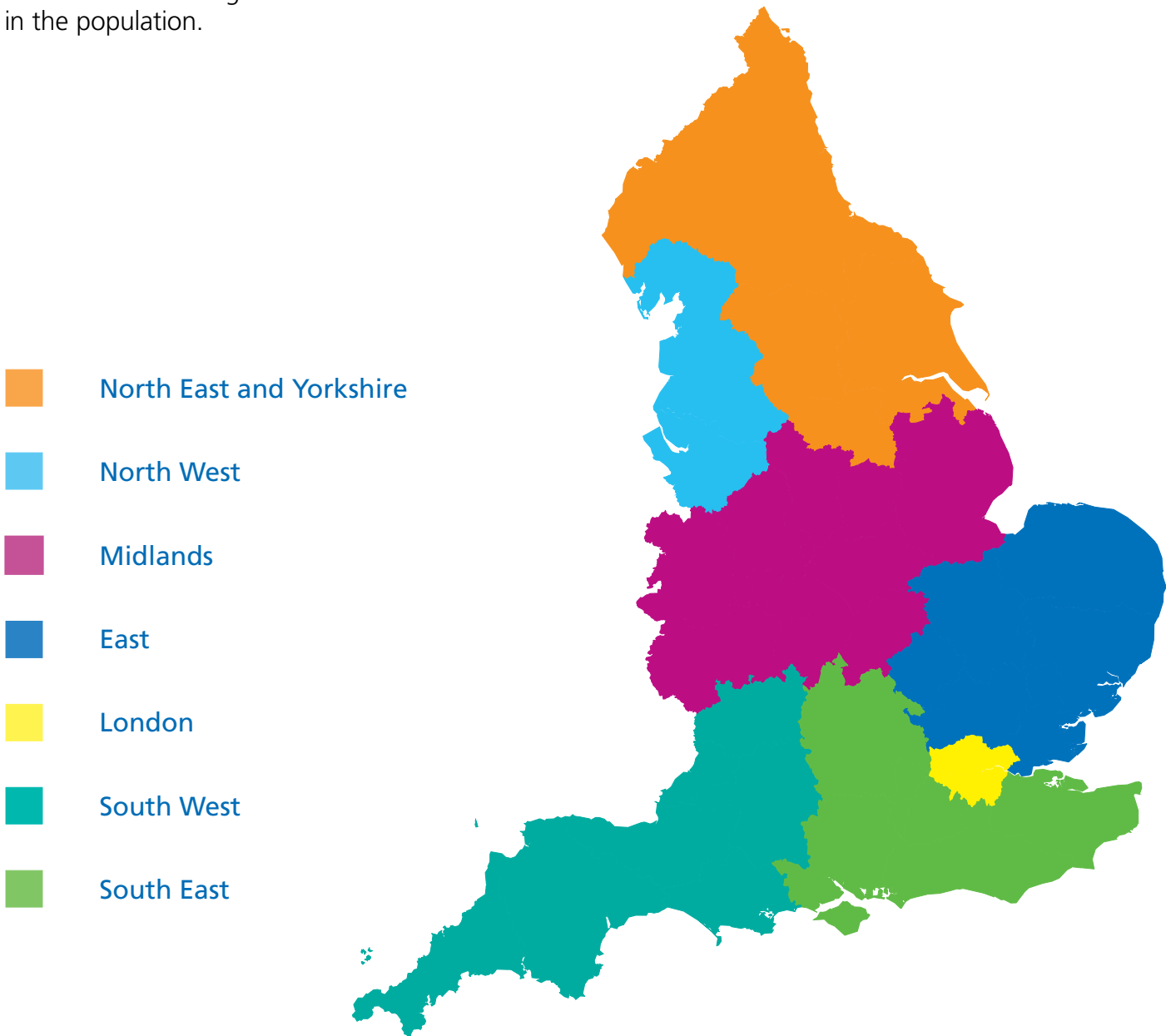
Adapting our structure to support the NHS Long Term Plan

In January 2019, NHS England released the NHS Long Term Plan, setting out its vision for the NHS in the coming years. Key elements of the plan include the creation of Integrated Care Systems (ICSs) and Primary Care Networks (PCNs) that aim to remove the divide between primary and community care and pool resources between GP practices, respectively.

The aim of more locally based decision making was further supported by the appointment of seven new Regional Directors aligned with the seven newly structured NHSE&I regions (announced in Q3 of 2018/19). These Regional Directors have a high degree of autonomy in their localities and will be critical in determining the direction of integrated health and social care in the population.

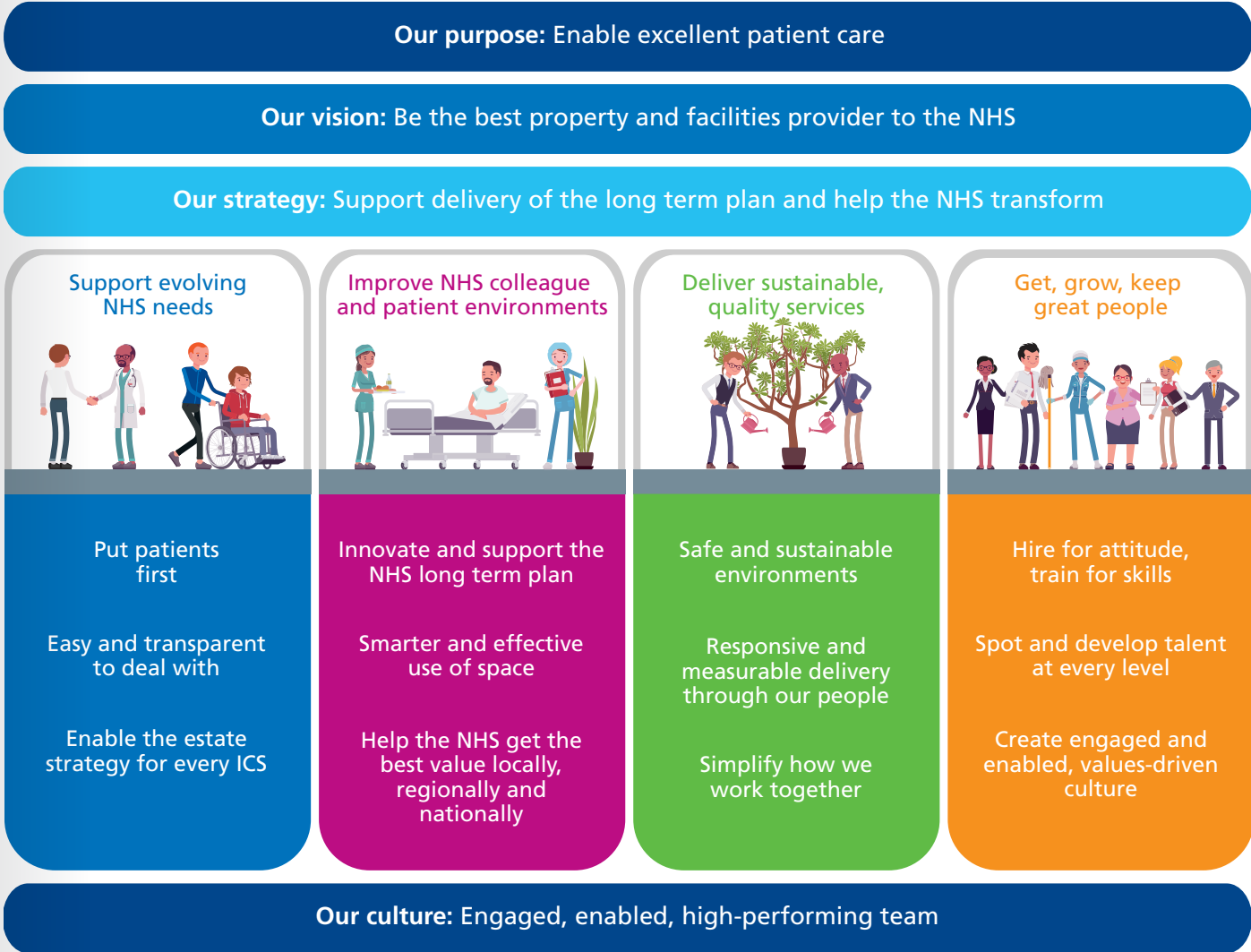
In April 2020, we re-aligned our eight geographic zones into seven regions that match those implemented by NHSE&I, enabling us to coordinate our strategic activity with the wider healthcare system that we support.

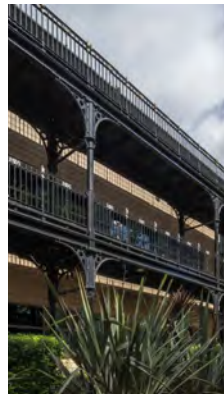
We have also appointed a Regional Partnership Director for each region who leads on engagement for estates optimisation activity in their area, delivering estates transformation to help the NHS realise the ambitions within the NHS Long Term Plan.



Our strategy

Continuing to align with the NHS Long Term Plan, we developed a new roadmap that will enable us to build on the progress we've made, and drive meaningful, positive change across the NHS estate and the patients it serves.





Our estates

The demands on health facilities are constantly changing so it is vital that our buildings can adapt and flex within this environment. Since NHS Property Services (NHSPS) was established in 2013, our focus has been on working with our colleagues and partners across the healthcare system to ensure that the NHS estate is fit for purpose, both now and in the future.

Launching Open Space

The way that space is being used across the NHS estate is evolving, and demand for more flexible space is growing. We recognised that there was an opportunity to ensure that space was used more effectively across our portfolio – matching rooms that were underused with a need in the community for bookable spaces for health and wellbeing activities, ranging from community groups to mental health support providers.

In April 2019 we launched [NHS Open Space](#) across 20 sites in England, following a successful two-year pilot programme. [NHS Open Space](#) enables the booking of NHS space (both clinical and non-clinical), by the session, hour or day, on a pay-as-you-go basis. This provides services flexibility and choice over the space they use, while making better use of the NHS estate, minimising vacant or underused space and opening up NHS buildings to offer a wider range of services to local communities.

Following a successful launch, we will be expanding the programme across our portfolio over the next few years. We plan to run this across a total of 250 NHSPS properties, but we believe in the scalable potential of the programme and are already working with NHS and public sector partners on how this platform may be adapted for their estates.

[< Learn more about NHS Open Space >](#)



Key achievements

In 2019/20, we:



Secured more than **37,000 bookings** in the first year, with **210,900 hours** of services provided to patients



Had rooms booked by over **1,000 customers** across England



Developing and refurbishing properties across our portfolio

As owners of 10% of the NHS estate, we are focused on how our properties can help create healthier communities. Development and refurbishment works are essential not only to ensure that buildings remain fit for purpose and compliant with regulation, but also to improve patient experience when visiting a hospital, health centre or GP practice. By building brand new facilities, updating current facilities and reconfiguring space to enable additional clinical services, our construction works can have a huge impact on local communities. It's therefore critical that we work with healthcare professionals, patients and the public to understand their needs and how we can create a space that is right for them.

In 2019/20, we were delighted to open new health centres in Warrington and Orpington, as well as complete refurbishment works at GP practices and community hospitals across England that will make a huge difference to patients and staff.



Case study: Slaithwaite Health Centre

Slaithwaite Health Centre had suffered from a lack of investment over the years and was beginning to show wear and tear. This was affecting the service provided so works were undertaken to refurbish the interior and exterior of the building.

Our designers met with the GP to discuss how to tailor the layout to best support patient and community needs. As over 30% of the space was vacant, we were able to develop the space and create further consulting rooms, enabling the GP to continue to treat patients from this space so that the works could be phased, minimising disruption.

Slaithwaite Health Centre now benefits from ten clinical consulting and treatment rooms (including three additional purpose-built rooms in previously vacant space), with ancillary support spaces, a small minor treatment room, and an inviting reception and waiting area which supports the health and wellbeing agenda. In addition, healthcare staff benefit from their own dedicated space including an admin wing with office accommodation, a meeting room and staff common areas.

By removing walls, we also enlarged some of the rooms as well as installing double-glazed windows, replacing the roof and putting in new insulation. The result is a modern healthcare facility with increased capacity to deliver clinical services and a refreshed, more inviting space for patients.

Key achievements

In 2019/20, we:



Undertook **461 construction projects** across our portfolio to improve the space both inside and out



Completed refurbishment, reconfiguration, development and fit-out works on **63 spaces** in our buildings, modernising facilities for patients and staff



Case study: Orpington Health and Wellbeing Centre

Demand on primary health care services in Orpington, Greater London was rising and the current premises was substandard, cramped, insufficient and poorly located. Bromley CCG worked with Berkeley Homes who were redeveloping the former Orpington Police Station into a residential-led mixed use scheme, to incorporate a new Health and Wellbeing Centre in the ground and first floors of the development.

We were asked to lead on project management and procurement for the new centre, and undertook the role of Head Leaseholder with a 125 year lease at a peppercorn rent with Berkeley Homes for the ground and first floor of this mixed-use building.

The building accommodates primary care and community services for the local population of Orpington in a new, modern and compliant health facility, and located in the easily-accessible town centre. The building includes a GP practice relocating from previous accommodation within the Orpington area, rooms for the GP Alliance, clinical space for therapy services, bookable clinical space, provision for health and wellbeing services, supporting accommodation and a shell space for the development of an MRI suite. Throughout the project we have been fully engaged with the CCG on all decisions, providing excellent customer service and collaboration.

Customer feedback: "We are so excited to move into the new Orpington Health and Wellbeing Centre. Our staff and patients are set to benefit from having modern and fit for purpose premises that will enable us to develop our services further".

Dr Ruchira Paranjape
GP Partner, Knoll Medical Practice

Managing surplus properties

In 2019/20, we made a number of significant sales of surplus properties, helping to drive reinvestment in the primary healthcare estate for the benefit of patients, clinicians and taxpayers. Our strategy is focused on optimising the estate and selling on land that the NHS no longer needs so that we can help increase efficiency, reduce the operational costs of the estate, and focus investment to develop and improve our healthcare estate in areas of high demand.

We were pleased to have surpassed our stretch target for capital receipts by £1.7 million. All capital receipts are reinvested into the NHS estate and land and building release has enabled the development of an estimated 6,607 new homes to date, supporting new housing targets.

[< Learn more about how we manage surplus properties >](#)

Key achievements

In 2019/20, we:



Achieved **91%** of our surplus property sales target, totalling **£40.9 million**



Delivered **£46.7 million** in capital receipts

Reducing vacant space

One of our key priorities is to reduce vacant space in our portfolio. As part of our strategy, we established the [Vacant Space Handback Scheme](#) in 2017 to allow customers to release space (either parts of or whole buildings) that is no longer needed, if eligible. Through this scheme we remove the burden of costs such as rent, business rates and service charges from customers, allowing them to use funds to provide the frontline care our communities need.

Since the scheme was launched, 88 properties have been handed back to us and over £10 million has been generated to be reinvested in the NHS estate. Once space is handed back, we continue to work with our customers and colleagues to optimise the way space is used in our portfolio, re-allocating vacant space through re-letting, disposal or development.

[< Learn more about the Vacant Space Handback Scheme >](#)

Establishing occupancy levels

To ensure that we are supporting the system in a cost-effective way as landlord and adding value as service provider, we have established a simplified occupancy model for our customers. The initial stage of this process focused on establishing a basic level of occupancy across our eligible portfolio, and over the coming years, we will continue to work with customers to formalise their occupancy where there is not already a lease or an occupancy agreement in place.

This forms part of the work we are undertaking in partnership with the DHSC and NHSE&I to implement an action plan to address the feedback provided by the National Audit Office (NAO) and Public Affairs Committee on establishing occupancy agreements with our occupiers. It will also help us to drive accurate billing and optimise the way that space is used across the NHS estate.

Key achievements

In 2019/20, we:



Reduced vacant space to **6.45%** across our portfolio from a 1st April 2019 baseline of **8.5%**



Delivered portfolio vacation pipeline of **32,500m²** and **£26.4 million**

Key achievements

In 2019/20, we:



Worked with the DHSC and NHSE&I to develop **2 standard occupancy agreements** for customers



Established a basic level of occupancy across **91.3%** of our eligible portfolio

Our services

Improving our frontline service provision is key to ensuring that we continue to deliver value to the NHS and support the needs of the estate as it evolves. Over the past year, we have made tremendous progress by rebalancing our delivery model, creating a robust and efficient frontline workforce and implementing our new facilities management (FM) platform, CORE.

Data is critical to helping us improve our services further and we've already begun using analysis of key trends to drive further improvement in our service delivery and resource allocation. This will be an important part of our strategy going forward as we gain more insight into request volumes and job types, helping us to drive greater efficiency and resilience.

Optimising our facilities management delivery

As part of our rolling programme to optimise the delivery of our facilities management (FM) services, we are continuing to re-balance our delivery model. We recognise that as the healthcare system evolves, the way we deliver our services must evolve too, so that we can provide improved value for the NHS and our customers.

In 2019/20, we reviewed 16 legacy contracts, deciding to self-deliver core FM services and transfer selected services to trusted, specialist suppliers. The biggest decision was to insource hard FM services which are those that relate to the physical maintenance of our buildings such as plumbing, electrical, mechanical and lighting. This will not only give us greater control over the standard and flexibility of service we provide to our customers, but also enable us to achieve significant cost efficiencies that will be reinvested back into the NHS.

In addition, we have also introduced FM service level agreements (FMSLAs) for our customers to ensure that we consistently provide them with a high-quality service. The FMSLA will provide customers with a description of the service standards being delivered in the areas they occupy exclusively. It will also include detail of how we will measure and report on each service as data in each area becomes available. This will help us to drive improvement where it is required to ensure greater consistency in service delivery.

Key achievements

In 2019/20, we:



Rebalanced our service delivery model which will save the NHS **£6.5 million a year**



Welcomed **201 new frontline colleagues** into the organisation via insourcing



Rolled out FMSLAs to **60% of our customers**



We are rebalancing how we provide facilities management services. Take a look at how we've done that since April 2019...

We've reviewed 18 legacy contracts, deciding to ...

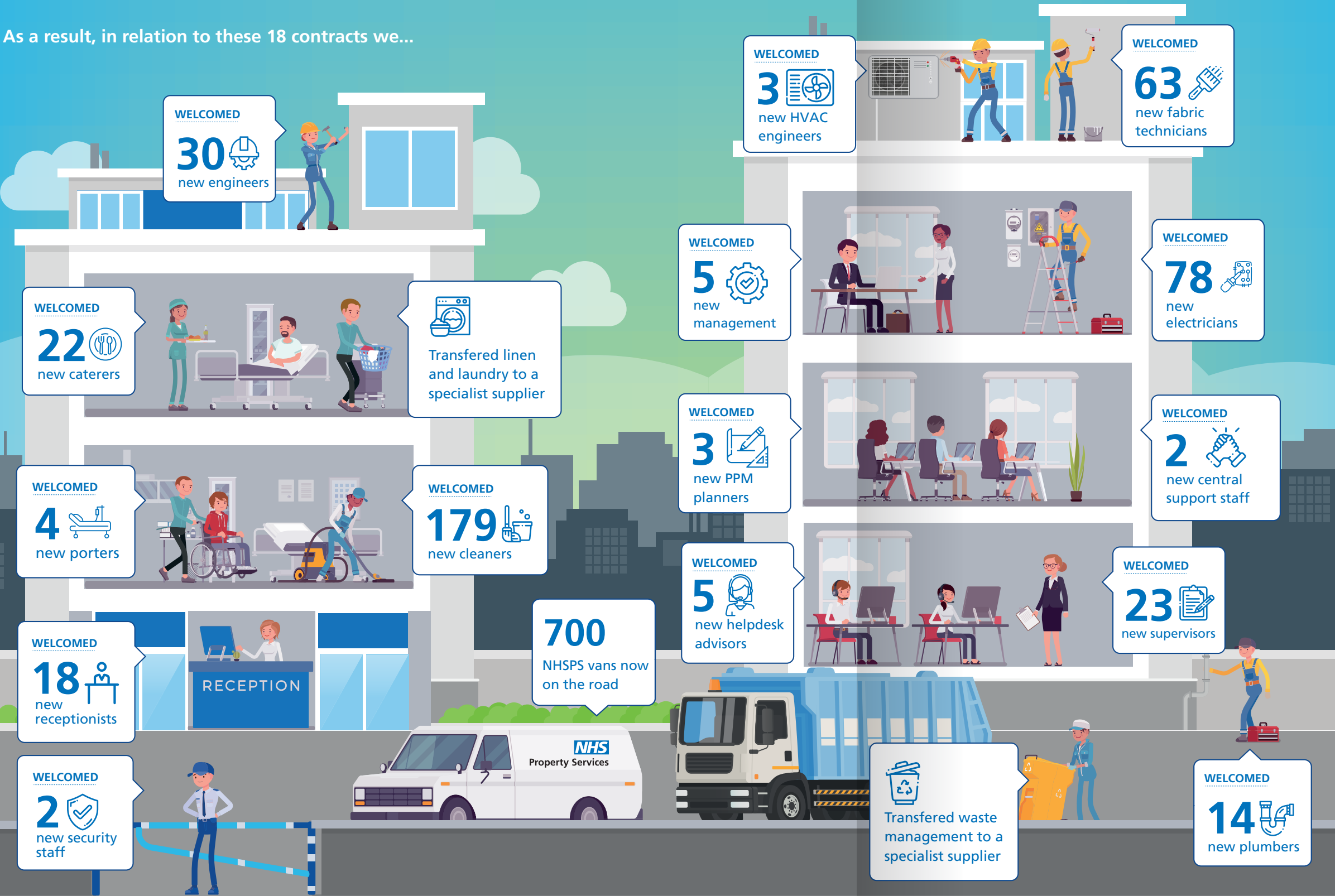


Deliver some services in-house







Transfer selected services to a specialist supplier

As a result, in relation to these 18 contracts we...



and more...




-  Transferred lightning protection to a specialist supplier
-  Transferred generator and UPS to a specialist supplier
-  Transferred fire extinguishers to a specialist supplier
-  Transferred fall arrest to a specialist supplier

In doing so we are saving the NHS

£6.7m each year

Including £4m from in-sourcing hard FM services from Mitie





Why?

-  Deliver a more consistent high quality FM service
-  Have direct control over service management, training and auditing
-  Drive cost efficiencies that can be reinvested in NHS

Whats next?

-  We are continuing to retender and rationalise our supply chain

We'll have new contracts in place from 1 April for:

-  Manned guarding and security assets
-  General waste, confidential waste and clinical waste
-  Building Management Systems
-  Doors, gates and barriers

Launching our new facilities management platform

One of our top priorities for 2019/20 was to provide our customers with a more efficient and reliable facilities management service.

To facilitate this, in May 2019 we implemented CORE, a new platform that allows us to log, manage and monitor all the reactive and planned FM activities our customers receive through one internal system. CORE enables real-time reporting and more accurate monitoring so that repairs can be better managed and prioritised, and our buildings can be used to their full potential.

It also enables us to gather valuable data and provide insight on key metrics like our attend and fix rates within our standard Service Level Agreement (SLA), helping us to drive improvements. These figures are currently much lower than we'd like, with our attend rate within SLA sitting at 56% and fix rate within SLA at 61%, however this will be a key focus for us going into the next financial year.

Key achievements

In 2019/20, we:



Collected, validated and revalidated data on over **1 million assets** across our portfolio to feed into CORE, allowing us to plan more accurately for our backlog maintenance investment, and giving us better understanding of when to replace, rather than just fix, an asset.



Reduced outstanding backlog remedials work by **60%** from the beginning of 2019/20.

Case study: Deneside Medical Practice

Deneside Medical Practice is a very busy, independently owned practice that was struggling to keep up with the level of demand for hard facilities management (FM) services. On top of that, the GPs did not have the expert knowledge required to ensure the site was fully compliant. The current set up was of multiple contractors working at the site which created confusion and a high work load for the practice manager, meaning she was unable to focus on the requirements of her practice manager role.

The practice manager got in touch with NHSPS and after discussing their needs, we were able to provide all of their hard FM services including mechanical and engineering, grounds and garden, and building fabric, at a very competitive rate.

Deneside Medical Practice are very happy with the service delivery from NHSPS. We have released time back into the practice manager's diary to allow her to focus more on her practice manager role rather than worrying and spending time on maintenance of the premises.

Customer feedback:

Adele Scott, Assistant Practice Manager commented that the biggest strength has been the "easy reporting system and feedback from calls and requests" and added that "it's lovely to have a lead person to be able to contact should we have any issues. All the providers who have been to the practice to carry out tasks have all been very friendly, approachable and professional."



Key achievements

In 2019/20, we:



Handled over **196,000** inbound requests and logged over **163,869** reactive jobs



Improved reporting capabilities to enable trend analysis which is used to drive business decision-making, for example the implementation of our LED upgrade programme



Continuing our transformation of the Facilities Management (FM) Helpdesk

The FM Helpdesk plays a critical role in ensuring that our customers across the healthcare system can continue to deliver excellent care to patients by enabling them to report urgent FM issues to us 24/7/365. Since 2017, the Helpdesk has undergone significant change to ensure that we not only provide our customers with outstanding service, but also to make sure that we are continuously adapting and responding to customer feedback.

Following the work in 2018 to consolidate the four FM Helpdesks into one centralised desk in Stockport and standardising our processes, simultaneously, this year we've introduced a single freephone telephone number for all our customers. This replaces the four regional FM Helpdesk numbers and will provide us with better business continuity and stronger telephony resilience to ensure customers receive a reliable and consistent high-quality service.

We're also focused on helping our engineers reduce the backlog of remedial works and how we can better utilise the data we gather based on reported jobs and from CORE.

The FM Helpdesk worked to assess and prioritise outstanding remedial works and develop action plans to enable our engineers to address the issues in the most efficient way possible. In addition, we implemented automated business intelligence dashboards to help us identify peak demand periods and enable better resourcing, as well as alerts to ensure that we continue to respond to customers within our agreed Service Level Agreement (SLA). This will continue to be a key focus for us going forward so we can continue to deliver the best possible service to our customers.

[< Get in touch with the FM Helpdesk >](#)

Improving our car parking management

Car parking was one of the areas where we received the most customer complaints and we recognised that ongoing challenges around signage and clarity of charges were having a negative impact on the experience that patients, visitors and staff had when visiting healthcare services in some of our buildings. To address these issues, we took the decision to appoint a national car parking management operator to drive improvement, appointing Saba in September 2019.

Saba are working together with our Facilities Managers to identify suitable solutions based on a site by site analysis. This includes providing new and updated equipment, technology and clear signage to ensure all user groups understand the new car parking controls.

As a result of the new contract, many NHSPS site users won't have to pay for parking, and the sites that do have the new machines will give customers the options to pay with cash, credit/debit cards, contactless, pay by phone, app or website.



Key achievements

In 2019/20, we:



Completed phase one of car parking improvements, working with Saba to **upgrade 4 sites**



Reduced the volume of car parking complaints by **56.8%** compared to 2018/19



How we're supporting the NHS during COVID-19

Since the outbreak of COVID-19 around the world, organisations have rapidly adapted how they work including changed use of their estate and a more stringent approach to the safety and effectiveness of the facilities management services being delivered, none more so than the NHS.

Working with our NHS colleagues across England, we have developed our strategic asset management services and operational facilities management services to support our customers to continue to deliver excellent patient care throughout the next stages of the pandemic.

Repurposing space

During the initial wave of COVID-19, we worked closely with our customers across the country to provide urgent additional bed capacity and fast-changing requirements for space.

Our specialist strategic asset management and delivery teams helped to repurpose space, recommission vacant space and reconfigure sites creating hundreds of extra beds in the system. We also assisted with solutions to accommodate 'hot' and 'cold' sites and test centres.

As the response to the pandemic continues to develop, we can work with customers to help find the right space solutions to evolving needs as you have them. This includes changing the use of space, opening vacant/underutilised space to new purposes and reconfiguring sites.

[< Find out more >](#)

Creating more space for local treatment and testing

We have delivered:



Over **26,000m²**

to help create



Over **1,000**

additional beds locally

We have identified:



Over **52** sites

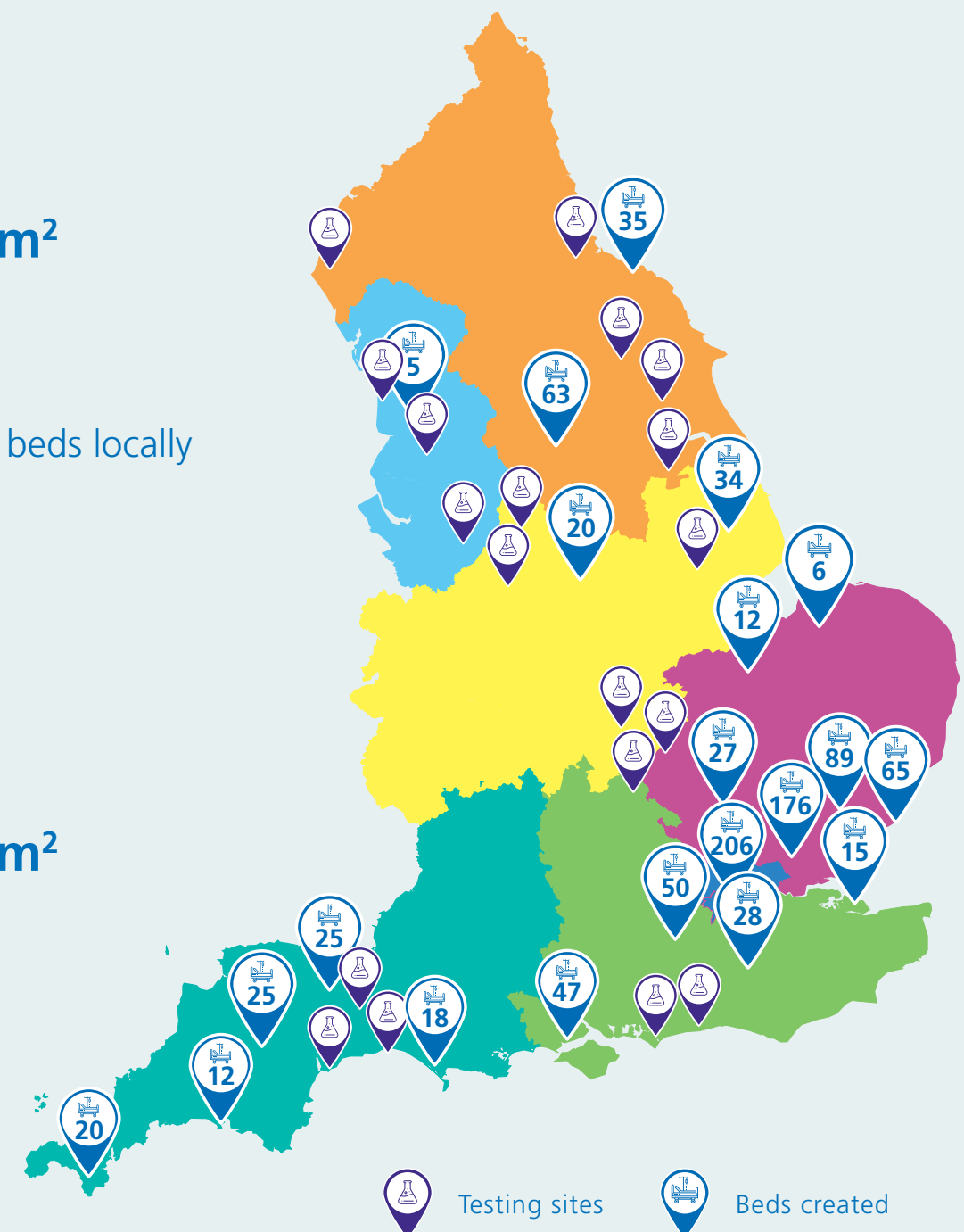


46,000m²

and



Over **1,700** beds





Case study: Providing space for 176 new beds for COVID-19 treatment at Brentwood Community Hospital

- Sub-acute, step down and palliative care for the local health economy, easing pressure on acute care sites
- Recommissioned vacant ward within two days to provide 25 beds
- Worked with a PFI company, CCG, North East London Foundation Trust and the army to repurpose space across the wider hospital site

[< Read the full case study >](#)



Case study: Reconfiguring space at Clacton Community Hospital to provide patient beds and staff residential units

- Over two weeks, we recommissioned and prepared space to provide 50 additional palliative care beds and 15 one-bed residential units for staff
- NHSPS helped move occupiers to other parts of the building, reconfigure the space and run deep cleans

"A big thank you to you and your team who did some brilliant work to get our Durban ward up and running. It was an exceptional piece of joined up working and I'm keen that we share the good news."

Frank Simms, Chief Executive, Anglia Community Enterprise

[< Read the full case study >](#)



Case study: Expanding accommodation for primary care demands during COVID-19 at Buckhurst Way Clinic, Saffron Walden Hospital and Sydenham House in Essex

- NHSPS worked with the CCG and PCN to identify to three hot clinics
- Conversion to and refurbishment of clinical rooms, temporary external covered observation area and deep cleans across the site

"The speed and expertise of your team has shown in enabling properties - in various states of repair - to be used. It is very much appreciated at this challenging time."

Peter Wightman, Deputy Chief Officer & Director of Primary Care & Localities, West Essex CCG

[< Read the full case study >](#)

Facilities management services

We have over 4,000 colleagues working in frontline roles to keep buildings clean, safe, warm, and compliant, so healthcare professionals can focus on delivering excellent patient care.

This has been more crucial than ever during the ongoing COVID-19 pandemic and our teams – spanning cleaners, receptionists, porters,

engineers and many more – have been working even harder than usual to help the NHS family and keep patients safe.

Our Facilities Management Helpdesk has helped customers with 100,000s of jobs during this period and worked tirelessly to keep you informed.

We have:



Carried out **over 7,000 deep cleans** of sites that have had patients or staff with confirmed or suspected symptoms



Supported **over 1,244 buildings** in assessing and managing the risk when a patient or member of staff with suspected symptoms has been identified

[< Find out more >](#)





Case study: Refurbishing vacant space to provide assessment suite at Falmouth Health Centre, Cornwall

- Three week building programme to create two fully refurbished consultation rooms and a decontamination room
- Installation of clinical hand washing facilities, shower and floor covering to comply with stringent infection prevention and control standards

"Everyone has pulled out all the stops to get this job done and I'd like to thank the NHSPS team and contractors who have worked tirelessly for the past few weeks."

Geoff Dennis

Practice Business Manager, The Falmouth Health Centre Practice

[< Read the full case study >](#)



Case study: Identifying and helping to install a COVID-19 testing facility at Wesham Park, Blackpool

- Identified and supported vacant office site car park within one week
- Increased testing facility in the community and worked with a range of partners

"The support delivered by NHSPS to our mobile testing unit has been phenomenal. The process only took one week from first phone call to being ready for deployment. Thank you!"

Nick

Police Constable – Operations Support, Lancashire Resilience Forum

[< Read the full case study >](#)



Case study: Refurbishing Redruth Health Centre, Cornwall, to accommodate hot clinic for four surgery groups

- In just four weeks, NHSPS transformed the health centre serving 16,000 patients with a capacity to upscale to 60,000 in Cornwall
- Full redecoration, installing clinical compliant sinks, floor coverings and facilitated moving other occupants to comply as a hot site

"I cannot thank the team enough for the commitment and energy they applied in getting this project off the ground and completed in such a short time frame. No ask was too great, all our requirements were met."

Dr Tamsin Craze

Manor GP Surgery

[< Read the full case study >](#)

Our communities

In June 2018, we launched our first Corporate Social Responsibility (CSR) strategy, focused on striking the right balance between the economic, environmental and social aspects of our activities and delivering sustainable value for our stakeholders.

Our CSR strategy directly supports our business goals: to enable our customers to deliver excellent patient care across our NHS sites. As one of the main property and facilities providers to the NHS, we have a key role to play in supporting the NHS's Long Term Plan

and improving the health and wellbeing of healthcare professionals, patients and the public in all of the communities we operate in.

Over the last two years, the strategy has grown to cover a range of issues facing the wider NHS, including isolation and loneliness in the community, population health, and climate change.

[< Read our CSR Report >](#)





Creating spaces to support social prescribing

Social prescribing is a way that GPs, nurses and other primary care professionals can refer patients to local, non-clinical services to address the root cause of health concerns and improve a patient's overall wellbeing. The growth of social prescribing is an important factor in reducing demands on primary care networks, but is often restricted by a lack of suitable indoor and outdoor space for community groups and charities to deliver their services.

Our social prescribing programme aims to increase the availability of space for these community and voluntary groups, and has made good progress this year. Looking forward, we are setting ourselves ambitious goals to transform sites across the country. We will be working with our customers to open more dedicated social prescribing spaces, supporting as many voluntary groups and local communities as possible.

[< Learn more about how we can adapt the NHS estate for social prescribing >](#)

Key achievements

In 2019/20, we:



Transformed **5 green spaces** at community hospitals, GP practices and health centres into vibrant community spaces with allotment beds and wellbeing gardens for patient groups, recovery colleges and school children.



Created a dedicated space for social prescribing at Hartismere Hospital in Eye, Suffolk. The centre provides free-of-charge indoor and outdoor space for **more than 12** local groups who deliver health and wellbeing services to the community.



Reducing carbon emissions

Reducing our energy consumption and associated carbon emissions is an important area of focus for us; rising energy prices and increasing compliance costs makes this a commercial imperative as well as a business responsibility. We also have a responsibility to support the NHS's commitment to being net carbon zero by 2050.

Over the last year, we have centred our approach to reducing our carbon emissions into two key areas: procuring renewable electricity and natural gas and creating efficiencies within our properties. We are also listening to customer feedback and looking into how to adapt our buildings so that users can transition to electric vehicles.

Key achievements

In 2019/20, we:



Switched to **100% renewable electricity** for all sites where we provide electricity, offsetting over **37,000 tonnes** of carbon dioxide a year



Set up a nationwide LED lighting update project, saving over **£549,000** annually for the NHS and **830 tonnes** of carbon dioxide

Tackling isolation and loneliness

Unpaid carers provide a significant service for the NHS, looking after friends and family members who may otherwise require NHS services for their care. Older carers in particular can find this a lonely experience, often struggling to manage their caring duties and staying connected to family and friends.

Our partnership with Carers Trust provides funding for grants and social events for older carers across the UK to help them with their caring duties while not losing their own sense of identity. We also focus our employee volunteering programme on opportunities for colleagues to support charities and good causes that help to reduce social isolation. As our programme grows, we continue to look at ways we can have the greatest impact on addressing these key social issues.

Key achievements

In 2019/20, we:



Raised more than **£20,000** for Carers Trust, funding grants and social events for elderly carers



Volunteered **1,875 hours** of working time to support community groups across the country, including renovating meeting space at a recovery college and creating a peaceful garden for elderly people to socialise

Improving accessibility

Many users of our sites face a range of accessibility issues, including mobility and sensory impairment, learning disability, and dementia. In order to ensure that all our site users feel confident and prepared to visit our properties, we partnered with disability organisation AccessAble. We are proud of the 324 accessibility guides we've produced for our properties, which have been viewed by almost 20,000 people.

After extending our partnership with AccessAble in May 2020, we are shifting our focus to deliver more significant physical improvements to our sites that help patients access our sites. This includes integrating AccessAble recommendations into our standard working processes to ensure that access for all is front and centre within our properties.

[< View our accessibility guides >](#)

Key achievements

In 2019/20, we:



Created **over 60 free to access public accessibility guides** - a total of **324** over the course of our three-year partnership with AccessAble. We have integrated all of these into our corporate website to ensure patients accessing our sites have the information they need.



Adopted recommendations from the guides to that have led to minor and major works at sites across the country to **improve accessibility**, including improved disabled access at a medical practice in Manchester and new accessible toilets in properties across the East region.



Reducing waste and resource use

As facilities and services provider to around 3,500 NHS buildings, we generate a considerable amount of waste and we are committed to ensure this is managed responsibly. Earlier this year we showed our support to the 'For a greener NHS' campaign, pledging to drive action on five key areas, including reducing waste, reducing our single use plastic consumption and improving our water efficiency.

We have redeveloped our waste management system, including standardising procedures and processes, to ensure as little waste goes to landfill as possible. As part of our efforts to improve water efficiency, we are currently undertaking a review of our suppliers and water costs, and we will introduce measures to reduce consumption in the coming year.

Key achievements

In 2019/20, we:

-  Diverted **99.4%** of our general waste from landfill, including recycling - almost a quarter of our total waste
-  Joined the City Of London's **'Plastic Free City'** campaign, removing plastic straws, single-use plastic cutlery and single-use plastic cups from our London office



For a greener NHS

Climate change poses a major threat to our health as well as our planet. The environment is changing, that change is accelerating, and this has direct and immediate consequences for our patients, the public and the NHS. This is why the NHS has launched the 'For a greener NHS' programme, allowing NHS staff, hospitals and partners to share ideas on how to reduce the impact on public health and the environment, save money and – eventually – go net carbon zero. NHSPS has pledged its commitment to this cause.



Our people

We recognise that our people are fundamental to the successful delivery of our vision: to be the best property and facilities provider to the NHS and enable our customers to deliver excellent patient care.

In 2019/20, we maintained our focus on upskilling our workforce to ensure they have the tools they need to excel within our organisation and recruiting the right people for the right roles as NHSPS continues to grow.

We have sought to provide a greater range of professional development opportunities to our people and one of our key priorities has been to engage with and recognise colleagues for the contribution they make to our organisation and the wider NHS.

We have continued to review our organisational design to ensure we are more responsive to the needs of the NHS and align with the goals of the NHS Long Term Plan and collaborate with our partners to deliver the best outcomes for the NHS and the patients we serve.

Our people in numbers

-  **4,565**
Frontline services and operations management
-  **429**
Corporate Services
-  **200**
Asset Management
-  **10**
Board


5,204
in total

Our values

Our values are what we hold important; they help us shape our decisions and define what it is like to work here.

We worked closely with our people to develop a shared set of values to reflect who we are as an organisation and underpin everything that we do.

These values have been embedded across our organisation to demonstrate the standards and principles we expect our colleagues to embody, supporting the delivery of the NHS Long Term Plan and enabling excellent patient care.



Community

- We put patients at the heart of everything we do
- We improve the safety, wellbeing and sustainability of the communities we serve



Commitment

- We are trusted to deliver excellence
- We are adaptable and innovate to meet the changing needs of the NHS



Colleagues

- We respect, engage and enable our colleagues
- We promote an inclusive culture and support everyone to fulfil their potential



Collaboration

- We work together to do the right thing for patients, customers and colleagues
- We are responsive, open and straight-forward



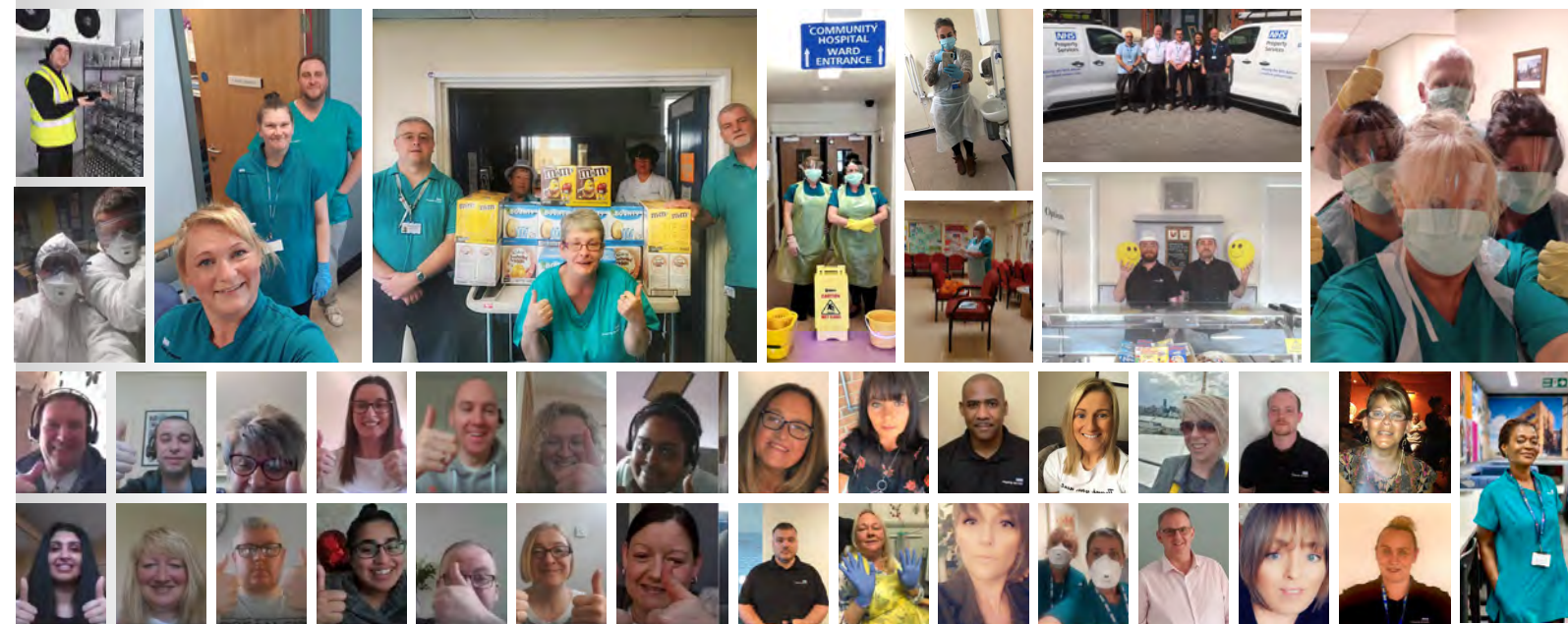
Our Hidden Heroes

We're celebrating the Hidden Heroes across our frontline teams, who are working harder than ever to keep our buildings open, clean and safe for medical staff and patients during the coronavirus (COVID-19) pandemic.

Our frontline facilities management teams include cleaners, receptionists, porters, security guards and many more, and are crucial to keep our NHS hospitals, health centres, GP practices

and offices up and running so that medical staff can focus on caring for patients. This work is even more vital during the pandemic, and our teams are working even harder to do their bit within the NHS family.

These roles are often hidden, with staff working behind the scenes, but now more than ever we want to make sure they are seen and celebrated.



Driving engagement and recognition

We are committed to creating a working environment for all our colleagues that encourages high levels of engagement and recognises the contribution that individuals make to enabling excellent patient care. We work closely with the communications team to ensure our employees have opportunities to hear from the senior management team and receive regular updates about key company initiatives, as well as working with each directorate through dedicated HR business partners who provide support and guidance.

We measure the success of our engagement and recognition initiatives each year by conducting an independent, confidential survey that all colleagues are invited to complete. The survey gives colleagues the opportunity to share feedback across a broad range of categories including leadership, team working learning and career development as well as the resources they need to fulfil their roles.

The survey ran in September 2019 and 55% of colleagues across the business responded, our highest return rate so far. Scores remained the same or improved across all categories and we saw improvements in our two key measures.

We use the outcomes of the survey to drive our approach to continuous improvement and to enable us to be a better employer. Following feedback from our employees in a previous survey about providing greater opportunities for recognition for a job well done, we launched the NHSPS Recognition Scheme in April 2019.

The Recognition Scheme enables instant recognition for our employees for their hard work, quarterly values-based recognition awards and annual awards for members of the management community who have role-modelled our values.

[< Find vacancies at NHSPS >](#)

Key achievements

In 2019/20, we:



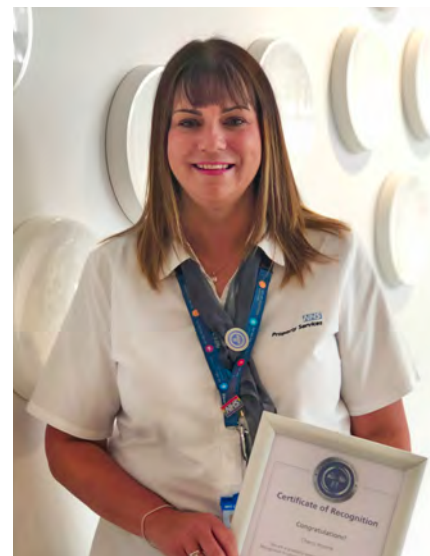
Issued **175 awards** across the company to colleagues who have gone above and beyond to support the NHS and exemplify our values



Increased our Trust Index score by **9 percentage points** to **71%**



Increased our Engagement Index score by **7 percentage points** to **72%**



Supporting learning and development

We recognise the role that learning and development plays in supporting a high-performing and customer-responsive business. Managers discuss the learning requirements of their teams at bi-annual performance reviews along with career aspirations. Many learning needs can be met on-the-job and managers are encouraged to set challenging and developmental objectives for their teams and to coach and support their teams to achieve these objectives.

In 2019/20 we implemented a learning management system that provides hundreds of online courses that are available at the point-of-need to all colleagues and this platform is also used to provide mandatory training. We have also launched a suite of management skills courses as well as offering virtual learning sessions via webinar. We have invested in professional development for all directorates and colleagues are encouraged to join professional bodies to keep abreast of developments within their professions.

Each year we recruit and train graduates to develop them towards chartered surveyor status. This has been an effective way of attracting early career talent to NHSPS and we are now seeing some of our graduate recruits starting to fill more senior roles within our Asset Management team. Last year we recruited four graduates as part of this rolling programme that started in 2015.

Key achievements

In 2019/20, we:



Launched our new **Learning Zone** to provide online training to all colleagues



Recruited and supported **4 graduates** through our RICS-certified graduate programme to become chartered surveyors



Promoting inclusion and diversity

It is important to us that our workforce reflects the diverse communities we serve. We believe that our teams are better when they are inclusive of all talent and we strive to ensure that our people policies and practices underpin this belief and that opportunities are available on an equal basis to all colleagues.

Over the past year, we've worked to reduce the gender pay gap where we can. Although large numbers of female colleagues in frontline roles have pre-set pay grades and we have limited opportunities to influence this, we have been pleased to see the percentage of women in senior management roles (grades 4 and 5) increase over the last year.

Whilst we have made significant strides in promoting diversity and inclusion (D&I) within NHSPS, we recognise that there is much more we can do to truly embed D&I practices across all levels of our organisation.

We have recently refreshed our D&I strategy to better align it with our wider corporate strategy, including introducing an NHSPS Diversity and Inclusion Forum, providing more training to colleagues and undertaking a review of our recruitment and selection processes to attract more people from under-represented backgrounds.

We're also continuing to drive improvements within our people practices and processes to ensure they enable inclusion and exploring ways to gather better diversity data to help us understand where we can make further improvements.

Key achievements

In 2019/20, we:



Reduced the gender pay gap at senior management level by **6.32%**



Utilised national campaigns to promote diversity and inclusion across the organisation, including International Women's Day and Pride Month



Improving workforce connectivity

We believe that connecting our workforce starts with our people and over the past twelve months we've been upgrading our IT infrastructure to better connect our people and business.

This will enable more of our frontline colleagues to be digitally connected with their teams and business through mobile devices and connect more teams at non-hub sites with Wi-Fi, supporting our people to do their roles and improving how we deliver our services to our customers.

Key achievements

This year, we have:

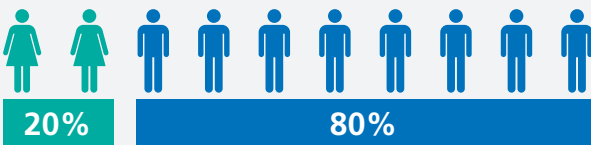


Provided over **3,000** colleagues with access to our network through new smartphones and handheld devices



Established Wi-Fi at **84 sites** across England

Board



Executive Committee



Overall



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www.property.nhs.uk



customer.service@property.nhs.uk



0800 085 3015 (freephone)
Open 24/7

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Open 24/7

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