



Improving Space Utilisation in the NHS Estate

*How can we work together to better occupy
and use NHS buildings?*

Wednesday 24th July | GPs



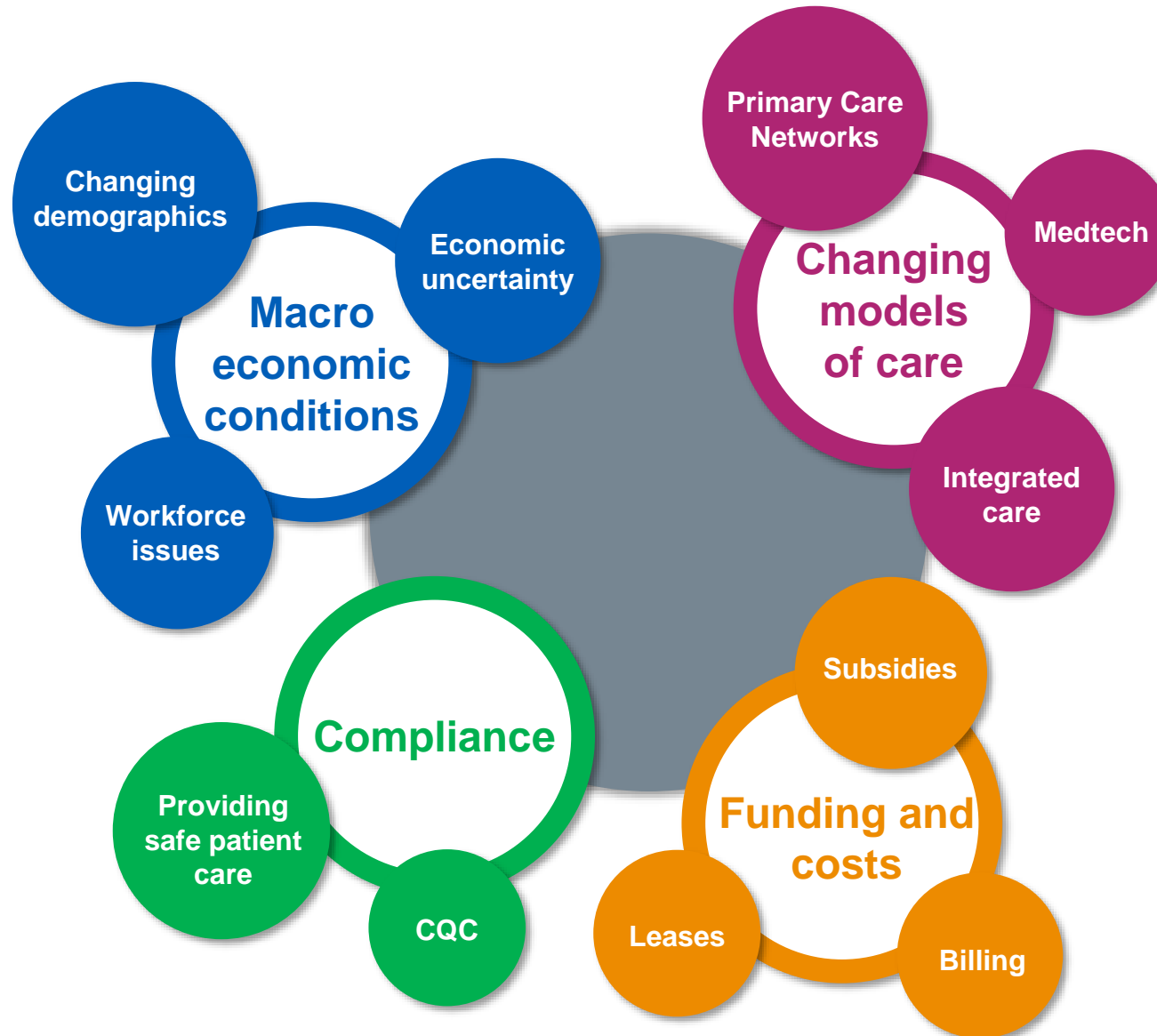
Julie Whetton, Head of
Property Management,
NHS Property Services



Simon Taylor, Head of
Portfolio Optimisation,
NHS Property Services



Challenges GPs are facing





What we are hearing from you

Billing and charges

Clarity of
charges

Charges for
services not
used

Facilities Management

General site
maintenance

Cleaning

Leases

Renewing leases

Lack of
alternatives

Quality of buildings

Not enough
space

Structural issues

Our programmes

How we can work with you to find solutions



Billing and charges

Billing and charges

- Understand true costs to drive effective utilisation of Primary Care properties
- Facilities Management deep dive: bottom up approach for clarity on budgets and clarity on services
- Clarity on reimbursable and non-reimbursable charges
- Annual Charging Schedule: going out to customers now and will be followed up with visits in coming months
- Need to address any historic billing / debt issues

2019/20 Annual Charging Schedule

Your Annual Charging Schedule

Welcome to your Annual Charging Schedule. This document forecasts how much you should expect to pay for the year ahead, and when to expect your invoices. Depending on your agreement with us, we will send invoices to you either quarterly or monthly. You will receive three invoices each time: one for rent, one for service charge and a third for facilities management. Your monthly or quarterly invoices do not contain detailed information or a breakdown of costs, they simply state the total amount due for the billing period they cover. The detail that sits behind these costs is contained in this document.

Your Details	
This is the Annual Charging Schedule for:	Example Address 000001111
The charges in this document are related to the property:	Example Property
The property reference is:	00112233
The percentage occupancy of the property is:	25.00%
The total square meterage of the property is:	1,000.00
Your square meterage of the building is:	250.00

2019/20 Annual Charging Schedule

Summary of your charges

Annual Total Rent Charges	10,000.00
Annual Total Service Charges	12,000.00
Annual Total Facilities Management	17,000.00
TOTAL ANNUAL CHARGES	39,000.00

The costs outlined in your Annual Charging Schedule are forecasts for the year ahead. At the end of the year, we re-calculate your costs again based on the actual amount of facilities or services you have used and settle the difference with you.

If you have a general query about NHS Property Services, please email customer.service@nproperty.nhs.uk

For more information about your Annual Charging Schedule, visit <https://www.property.nhs.uk/billing/>.

Cheques
NHS Property Services Ltd
Receivables
Example address
Postcode

BACS
Bank Account Name: XXXX
Bank Account Number: XXXX
Bank Sort Code: XXXX

1

Our charging schedule, explained

Prior to issuing your first bill in each financial year, we send you an Annual Charging Schedule. This sets out a forecast of all your charges throughout the year.

Please note that you won't see all the items in this sample in your actual charging schedule. What you will see depends on the services provided in your building.

For GPs Your costs for rent, business rates, water and clinical waste collection are reimbursable. We have highlighted where costs are reimbursable on this site.



Fixed price FM and service charge model

Billing
and
charges

Customers have told us they want:

- Cost certainty
- Transparency
- Value for money

New approach

We're considering different approaches to address this challenge, such as fixing certain elements of our pricing. This will help us provide more predictability and better support your planning and budgeting.

A fixed price model for facilities management (FM) and service charges will minimise the annual 'true up' exercise and offer more certainty in costs



SLAs/KPIs for FM services

Facilities
Management

Customers have told us they want to:

- Measure performance delivery
- Receive reporting through key performance indicators (KPIs)
- Ensure standards through a Service Level Agreement (SLA)

New approach

CORE will be rolled out during 2019/20. It will allow us to offer improved reporting at property and customer-level. We intend to roll out SLAs from the second half of the year.

CORE 

www.property.nhs.uk/contact-us/core/





CORE: our new facilities management platform



As part of the improvements we are making to our Facilities Management services, we have launched CORE, our new FM platform.

CORE aims to provide a more reliable and efficient FM service by logging, planning and monitoring our customers' FM jobs, including reactive and planned, through one system.



**Greater first
time success**



**Increased
levels of
building
compliance**



**More accurate
expected
completion
times**



**More accurate
monitoring of
assets**



**Real-time
reporting**



**Better
communication**

CORE ✖

FM Helpdesk Transformation

Facilities
Management

At the end of 2018 we consolidated our four regional facilities management helpdesks into one centrally-managed desk.



Increased customer satisfaction



Improved operational efficiency



Greater business intelligence

The project has been recognised in overwhelmingly positive feedback and operational colleagues.

We have also been nominated for the Institute for Workplace and Facilities Management (IWFM) Awards 2019 in the category “Impact on Customer Experience”.

For non-urgent or routine FM maintenance

Online form (found on our [website](#)). Our team will then process this within 24 hours, upon which you will receive a CORE reference number.

Urgent and Out of Hours FM maintenance requests

Regional specific FM Helpdesk details:

- North East and North Central: 0191 3371593
- North West: 0844 225 2774
West Midlands and East: 01902 575050
- London, South East and South West: 020 3688 2244



Occupancy Regularisation

Leases

A formal agreement on a property's occupation gives us an opportunity to agree with you on the facts about how our buildings are occupied and used.

Leases enable:



Quality patient care



Security of occupation



Clarity on costs



Informing future investment



Alternatives to Leases

Leases

We are aware that a full lease may not be suitable for every occupier, for example where there are short service contracts in place. And so we have three options available:



Full lease



Rental Agreement
Letters



NHS Open Space and
Sessional Licenses



NHS Open Space

Quality of
buildings

NHS Open Space leverages NHSPS' national portfolio of accessible, flexible and affordable accommodation as an alternative to leasing for NHS bodies, driving utilisation and rationalising opportunities.



Enables flexible
booking/usage of space



Provides clear and
transparent pricing/usage
data



A catalyst for better estate
management



Substantial, scalable
potential



Recycling capital

Quality of
buildings

Reducing operating costs

Sweat the existing assets:

- Intensify use of clinical space – joined up estates and Commissioning planning
- Utilisation vs occupation – what is the difference
- Back-office consolidation and hotdesking
- Understand the space you have and what it costs
- Shared facilities and sessional use
- Reuse and recycle



Recycling capital and investment decisions

Restricted NHS capital
+
Limited revenue



- Limited opportunities for new investment
- Prioritisation for what is available

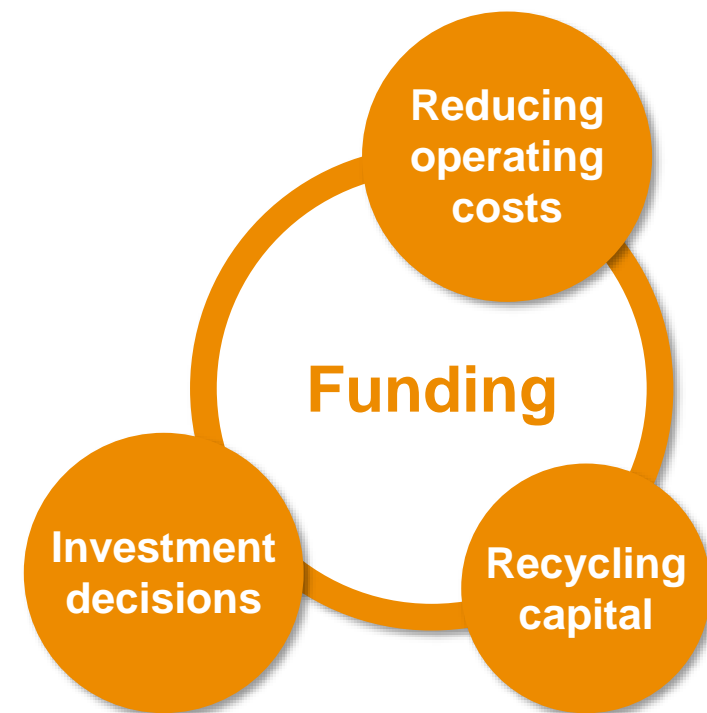


Recycling capital and investment decisions

Quality of
buildings

What can we do?

- Effectively use and recycle existing properties
- More hours / sessions per day or week
- Capacity in other facilities
- Partner within networks
- Reduce footfall:
 - Telephone services
 - E-consulting





Collaboration key to success

- NHSPS is part of the NHS and here to make the most effective use of the NHS estate
- Best approach is to work in partnership
- Understand service needs and adapt buildings accordingly
- Wide view of challenges and opportunities in the estate
- Practical building level solutions



Contact

Julie Whetton / Simon Taylor

99 Gresham Street, London

Julie.Whetton@property.nhs.uk
Simon.Taylor@property.nhs.uk

@NHSProperty

Property.nhs.uk

