



NHS

Property Services



Our strategic business plan



Building a better NHS together



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Executive summary

As the NHS begins its recovery from the COVID-19 pandemic, its dual focus is on addressing the elective care backlog whilst continuing to implement the Long-Term Plan. NHS England has now published its top ten priorities for 2022/23 which reinforce its commitment in these areas.

As a key delivery partner, we must align and support our healthcare system and patients. This high-level plan sets out our strategy to do that, by putting customer at the heart of everything we do. We outline the key programmes and initiatives that will enable us to deliver our strategic goals, realise our vision and fulfil our purpose.

Who we are

NHS Property Services (NHSPS) is part of the NHS family with over 6,000 professionals supporting 3,000 healthcare properties across England. Our purpose is to enable excellent patient care by being the best property and facilities provider to the NHS.

Our services include estate strategy and optimisation, property management, facilities management, property development and construction project management. We help support millions of patients and NHS colleagues in collaboration with our 7,000 customers who range from Integrated Care Systems, health providers and more. Our culture and values seek to place our NHS colleagues and their patients, at the heart of everything we do.

NHSPS had challenging beginnings, forming from the merger of 161 NHS bodies and taking on thousands of properties across England. Over the past nine years, we have worked to transform the NHS primary care estate and provide safe, clean and compliant healthcare facilities that support the needs of local communities.

Our vision is to be the best property and facilities provider to the NHS. We want to be the partner of choice for Integrated Care Systems (ICSs) to help develop and deliver their estates strategy and work closely together with the wider healthcare system, local authorities, and communities to enable positive health outcomes for patients.

Our service offer

We developed our service offer by working closely with our partners to understand how we can best meet the needs of our customers, whilst supporting the goals of the NHS Long Term Plan and aligning with NHS England's priorities. We listened to feedback from our customers about how we could better support them as the health and social care landscape evolves, and we have adapted how we operate to ensure that our service offer is right for them and truly puts them at the heart.



Recovering from the pandemic

- Reducing waiting lists through flexible space
- Rapid repurposing and recommissioning of space
- Keeping NHS places clean, safe and compliant
- Using the estate to reduce health inequalities



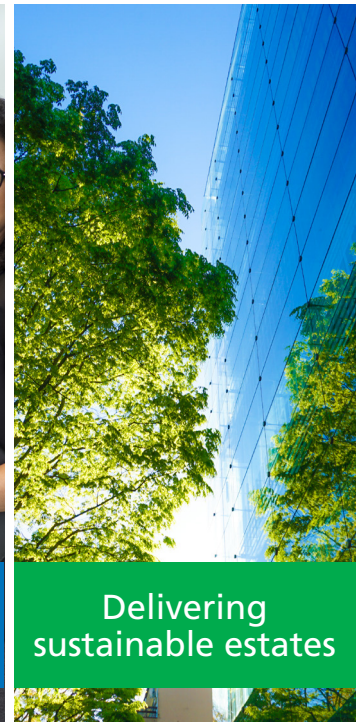
Creating Healthy Places

- Creating and refurbishing Healthy Places to reduce health inequalities
- Enabling social prescribing hubs
- Improving accessibility of NHS spaces
- Providing flexible, bookable space



Transforming the NHS estate

- Creating estate strategies for integrated care
- Delivering value for money
- Expert advice on analysing estates and facilities data
- Enabling smarter working
- Local and national experts



Delivering sustainable estates

- Strategies to achieve Net Zero Carbon
- Greener NHS through energy and environment support
- Measuring and analysing sustainability data
- Achieving value for money through sustainable FM and estates



Over 6,000 colleagues



Safely operating 3,000 buildings



Digital and data-enabled estates



Investing in the NHS



Estate strategy and optimisation

- Stakeholder engagement
- Property benchmarking
- Estate optimisation and strategy
- Vacation planning
- Smarter, flexible offices
- Business case planning
- Financial analysis and reporting



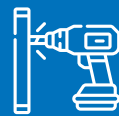
Soft facilities management

- Cleaning
- Catering
- Linen and laundry
- Reception
- Security services
- Waste management
- Portering
- Grounds maintenance



Town planning

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



Hard facilities management

- Building maintenance
- Technical compliance
- Mechanical and engineering systems



Improving space utilisation

- NHS Open Space
- Space utilisation studies
- Sessional space management
- Vacant space management
- Rapid recommissioning of space



Property disposal management

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



Energy and environment

- Data and reporting
- Strategy, compliance and processes
- Efficiency engagement, projects and supply
- Environment protection
- Waste management compliance



Property management

- Lease negotiations and events
- Rent reviews
- Rates management and rating appeals



Construction project management

- Refurbishment
- Extensions
- New builds



Property development

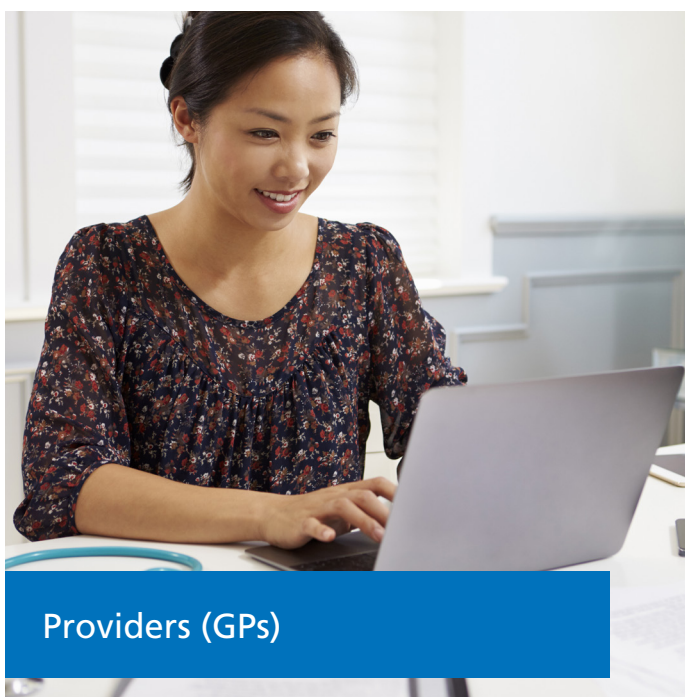
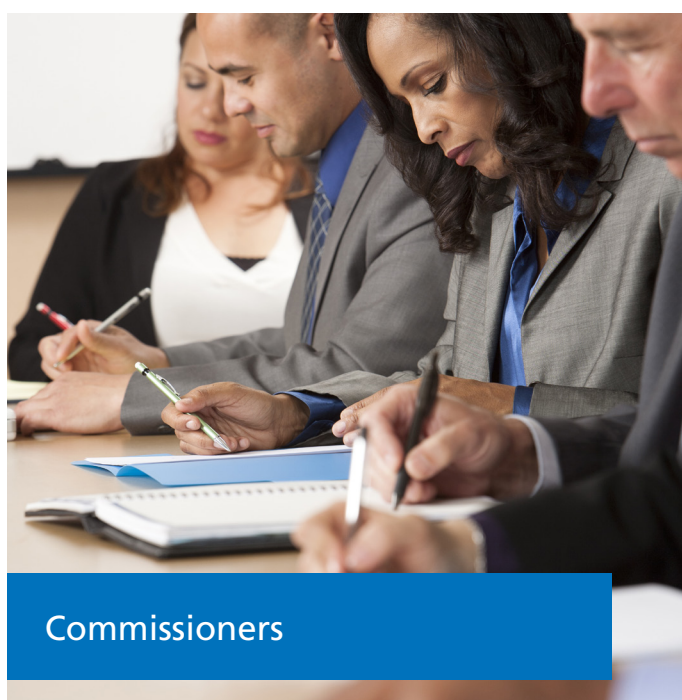
- Delivery of new health infrastructure and value release
- Feasibility and options analysis
- Legal and technical due diligence
- Design and planning
- Development management

Our customers

We work with a wide range of organisations from across the NHS, health and social care. Our company is connected across local health economies - from your local GP providing care in the community, to large NHS Trusts, small charities, commercial providers and of course, commissioning groups.

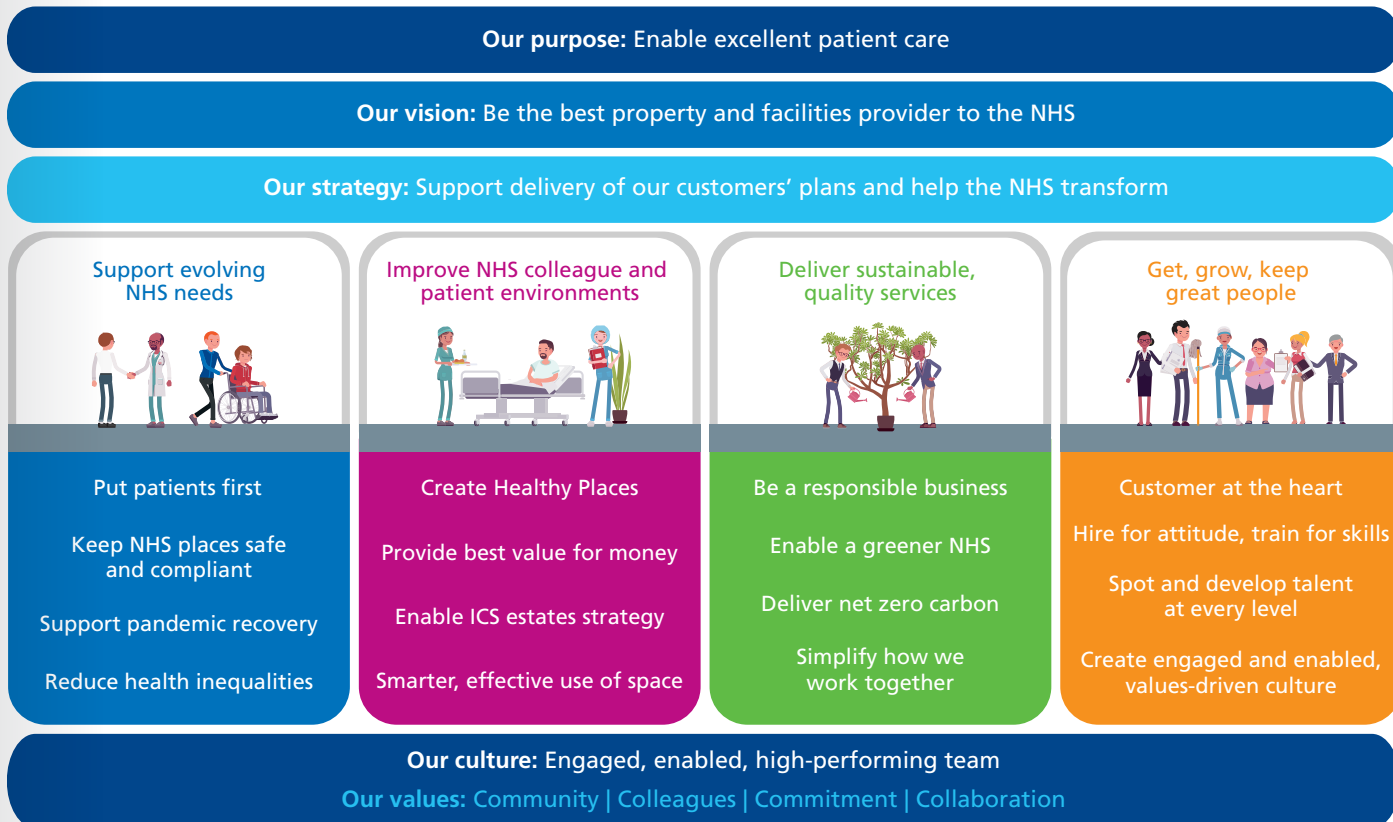
All of these groups and more make up what we call our customers. They receive a broad range of property management and facilities management services from NHSPS and in turn, we work with them to ensure the NHS estate is fit for purpose.

Patients are at the heart of everything the NHS does. We can all be a patient at some stage of our lives. And, just as our customers are, we are committed to helping deliver the NHS Long-Term Plan to provide excellent patient care.



Our strategy

In 2020/21, we took the opportunity to re-evaluate our strategy, our values and set new goals for the organisation. Our strategy aligns NHSPS with the key objectives of the NHS Long Term Plan and focuses the business on enabling excellent patient care throughout the NHS. We do this by ensuring an ever-closer alignment of our services and products to our clinical customers throughout the country and putting customers at the heart of what we do.



Our purpose

We represent 12% of the NHS estate and our purpose is to enable excellent patient care. We do that by putting our customers at the heart of everything we do, working together with our partners to ensure that our NHS estate is fit for purpose, both now and in the future. The NHS estate plays a key role in patient experience, and we are committed to understanding local communities, to deliver safe and compliant spaces that support their needs and help reduce health inequalities.

Our vision

Our vision is to be the best property and facilities provider to the NHS. We will work with our customers to build a better NHS together, investing in the NHS estate and delivering sustainable, quality services to meet the needs of an evolving population. Our ambition is to be the partner of choice for Integrated Care Systems (ICSs), working closely with them to deliver their estates strategy whilst supporting the wider healthcare system's recovery from the pandemic. As a responsible business, we will continue to help customers make the best use of their space, whilst supporting the Greener NHS agenda and drive towards net zero carbon.

Our culture

We believe that to be successful, we must build a NHSPS company culture that enables colleagues to thrive, that draws in new talent to work for us, and that engages the whole NHSPS team with our core purpose of enabling excellent patient care. This is underpinned by our people strategy to 'get, grow and keep great people'.

This three-year strategy was launched to colleagues across the business as the fourth pillar of the business strategy in June 2020 and is built around three core sets of activities:

- Hire for attitude, train for skills
- Spot and develop talent at every level
- Create an engaged and enabled, values-driven culture

Our values

Our new values – Community, Colleagues, Commitment, Collaboration – known as the 4Cs, define the principles that we believe to be important and the way we want to behave both individually and collectively to ensure we put customers at the heart of what we do. The values and behaviours are woven through our core people processes such as recruitment and selection, performance management, learning and development and succession planning to support the culture change we are driving, thereby embedding the values into everything we do and across all sectors of our organisation.



Community

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



Colleagues

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



Commitment

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



Collaboration

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



Our organisation

Our focus is to simplify the way we work and become a more customer centric organisation whilst continuing to support and drive forward the goals of the NHS Long Term Plan and NHS England's 2022/23 priorities. We will continue to drive transformation of the NHS estate to meet the evolving needs of the population.

How we will deliver the strategy

We will deliver our strategy through a series of transformational programmes that will enable us to fulfil our core purpose, put customer at the heart, and realise our vision of being the best property and facilities provider for the NHS. Having the right culture is critical to enable the delivery of our strategy, and we have embedded an 'engage and enable' leadership style across the organisation to facilitate better cross-functional working and collaboration.

This is underpinned by a strategic action plan (SAP) with key milestones over the next three years. Each of the six strategic action plan programmes is built from a series of individual projects that directly support one of our four strategic pillars. They also align with the priorities set out by NHS England for 2022/23. We will continue to review these programmes regularly to ensure they continue to support our strategic ambitions and NHS priorities.

Our six-point strategic action plan

Support evolving NHS needs

Our Customer at the Heart programme will focus on ensuring that we are set up as we need to be to truly put the customer at the heart of what we do and meet their needs, to enable them to focus on delivering excellent patient care. This is supported by the Operating Model programme, which will facilitate the effective delivery of our strategy. It will enable us to support the healthcare system as it continues to evolve, recover from the pandemic, and implement the NHS Long Term Plan.



Customer at the heart

Operating model programmes

Key milestones

- We will implement the new operating model by the end of 2023/24

- We will establish a new relationship management model by the end of 2022/2023

- We will complete the consolidation of our helpdesks into one single point of access by the end of 2022/2023

- We will deliver projects that improve patient outcomes, impacting 1M patients by the end of 2022/2023

- We will invest £1M in accessibility improvements by the end of 2022/2023, improving patient access to our spaces

- We will repurpose and recommission space by delivering over 300 projects to support the reduction of waiting lists to support the pandemic recovery

- We will reduce health inequalities through refurbishment and optimising space, investing >70% in areas of high deprivation by the end of 2022/2023

Improve NHS colleague and patient environments

Our Healthy Places programme will be closely aligned with the priorities of Integrated Care Systems (ICSs) and will ensure we are getting the best value out of the NHS estate. This will include a focus on social prescribing, helping to address health inequalities and support investment in mental health.



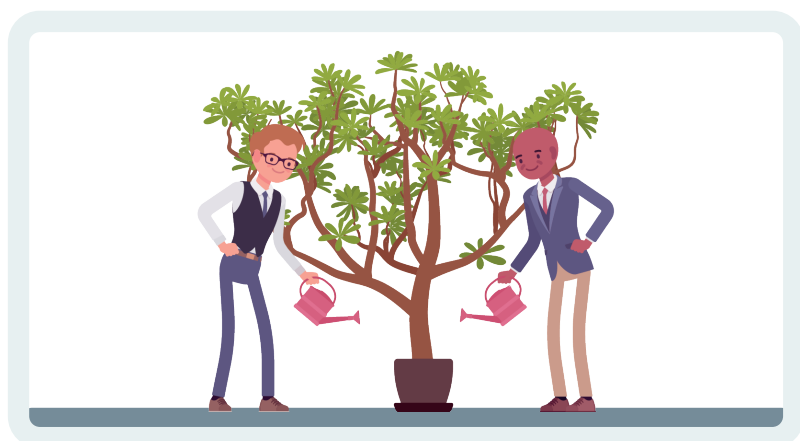
Healthy Places programme

Key milestones

- We will deliver the 2022/23 Healthy Places programme and agree priorities for the 2023/24 programme with ICSs by the end of 2022/2023
- By the end of 2022/2023, we will improve our space metric by 35k sqm from the delivery of projects to improve utilisation and reduce costs
- We will continue to improve social prescribing spaces in areas of highest social need, improving 75 spaces (including hubs and green spaces) by the end of 2022/2023
- We will create new value of approximately £90M by the end of 2024/2025, capturing new income, cost avoidance and time efficiencies
- By the end of 2024/2025, NHS Open Space will be implemented as the single booking solution for landlords across each interested ICS

Deliver sustainable, quality services

The Data Initiatives programme will define our data strategy and roadmap enabling NHSPs to manage and interpret data to meet organisation goals and add value to our customers. The Delivering a Greener NHS Programme will ensure cost and carbon efficiency through procurement and benchmarking, progress towards net zero carbon through energy efficiency and decarbonisation and reduce our environmental impact through continuous improvement and risk management.



Data transformation

Delivering a Greener NHS

Key milestones

- We will deliver our data architecture and storage programme by the end of 2023/24
- We will deliver our Greener NHS utilities, energy and environment programmes by the end of 2024/2025, as set out in our Green Plan
- We will invest £1M in accessibility improvements by the end of 2022/2023, improving patient access to our spaces
- We will develop an equality, diversity and inclusion strategy and deliver the implementation plan and goals by the end of 2023/2024
- By the end of 2024/2025 we will expand our digital offering via Connect, our online portal, so that our customers can self serve
- We will deliver our data culture and reporting and analytics programmes by the end of 2023/2024.
- We will measure and increase the social value created through our programmes by benchmarking the impact in 2022/23 and maintaining the benchmark in 2023/24
- During 2022/23, we will deliver mental health awareness training to support the mental and physical health of our colleagues
- We will progress towards a Net Zero Carbon footprint through energy efficiency and decarbonisation by 2024/2025
- We will deliver our data strategy, improve our data quality and embed data governance by end of 2024/2025

Get, grow, keep great people

The cultural change programme is integral to NHSPS becoming a more customer-centric organisation and supporting the evolving NHS landscape. It will drive internal change and provide our colleagues with the leadership skills and tools they need to support customers effectively.



Cultural change

Key milestones

- We will deliver the Leadership in Action programme by the end of 2023/2024
- We will deliver a set of career tools for all professions and provide career development opportunities for key talent by the end of 2022/23
- By the end of 2022/23, 7.5% of our colleagues will have volunteered to create healthier communities, whilst building relationships within and across teams
- During 2022/23, we will provide 'Best Welcome' and 'Managing the NHSPS Way' training for all new starters and managers
- During 2022/23, we will deliver one main and one mini Your Voice employee engagement survey, which will drive action planning to improvement engagement outcomes