



# Property Services



# ANNUAL CUSTOMER FEEDBACK REPORT

**2024  
Update**

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# Introduction

2022/23 saw significant transformation across NHSPS. We implemented a new organisational model – with a single Customer function – that put the customer at the heart of everything we do and enabled us to better understand and meet their needs. In 2023/24, we built on that intention.

We worked with our ICB, NHS Trust and GP customers to better understand their challenges and needs – particularly around funding, space utilisation and building compliance. As well as what customers value most about us and their awareness of our services. This research helped us define our simplified service offer, making it more customer-centric and being clearer about the value we bring.

The research findings also highlighted that while many customers recognise the positive changes we have made as an organisation, they also identified areas we need to improve on. These include being clearer on how NHSPS is reinvesting in the NHS - in 2023/24 we unlocked over £150 million of value opportunities – in year and future years. Helping more of our customers reduce unused or void space to deliver estate efficiencies – whether that's the work we've done through freehold disposals, handbacks, or space utilisation studies. And better demonstrating how we support patients with non-clinical treatments - such as the 100 social prescribing sites we've delivered across England since 2019.

NHSPS has always recognised the importance of surveys - taking a regular check on what areas customers and patients think are going well and where they need more support. This helps us improve our services, our buildings and our processes to enable excellent patient care. For this reason, we include them in our organisational performance scorecard, alongside improvement targets.



This year, we spoke with over 7,000 customers and patients, gaining valuable insights and a holistic view of the NHSPS experience. This includes our Annual Perception Survey where we achieved a Net Promoter Score (NPS) of +5 - exceeding our target score of 0. This score reflects increasing customer advocacy, the positive impact of our new operating model and recognition of the work we've done to date on improving the customer experience. Patient feedback

is important as it helps ensure the NHS estates we support align with patient expectations. While we scored 8.5 out of 10 against our target of 8.8, we're already developing specific action plans for lower scoring areas in 2024/25. Our Transaction Customer Satisfaction (CSAT) score remains consistent year-on-year at 8.8 out of 10.

While we're proud of our achievements we recognise there is more we can do. We'll continue to focus on delivering improvements to our customer experience and journeys. By listening to our customers and patients we can continue to work together putting customers at the heart of everything we do.

Finally, I'd like to thank everyone who participated in our research project and surveys this year - your input is invaluable. We encourage all customers to share feedback – as this is what helps us improve as an organisation. Please get in touch with our Customer Service Centre on **0808 196 2045** or email [customer.service@property.nhs.uk](mailto:customer.service@property.nhs.uk) with your comments or suggestions.

**Jackie Ducker**  
Chief Customer Officer

# Listening to our customers:

## How we're responding to customer feedback

### Customer value proposition research project

In February 2024, we conducted independent research to better understand our customers' challenges and needs, what they value most about us and their awareness of our services.



Interviewed **over 50** senior customer contacts across ICBs, NHS Trusts and GP Practices.



Ran **two focus groups** for ICB and NHS Trust Leaders.

We learnt what matters most to our customers, and what they need from an estates partner. We're clearer about what our customers consider our strengths, what makes us different, and where our potential lies.

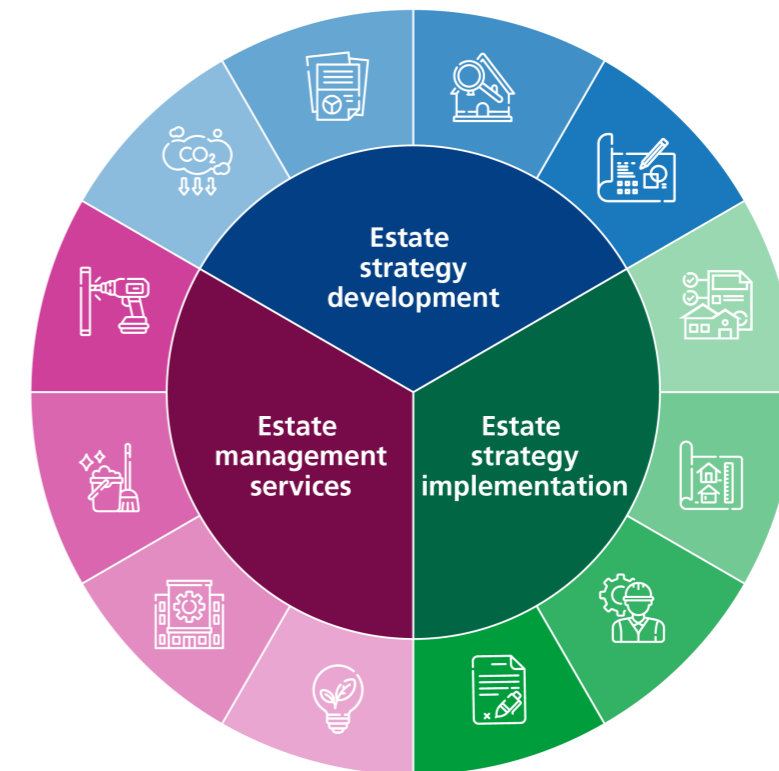


## Research outcomes – simplified service offer

Since NHSPS was established in 2013, we've offered a comprehensive range of services and solutions. However with 51 services over 10 categories, many customers didn't always understand what each service offer was, or the value we delivered.

This feedback helped us simplify our service offer. We've aligned our services around customer priorities, and where they see we have particular strengths and expertise. We're using our customers' language so it's easier for them to understand and clearer about the value we offer.

### Our new Service Offer:



#### Estates strategy development

- Strategic estate planning
- Options appraisals and funding solutions
- ICB business case development
- Net zero strategy



#### Estates strategy implementation

- Estate optimisation and space utilisation
- Town planning
- Property development
- Lease advisory
- Property disposal and re-investment
- Capital project management



#### Estates management services

- Hard facilities management
- Soft facilities management
- Property management
- PFI management
- Statutory building compliance
- Carbon reduction and energy management

## Research outcomes – biggest challenges and needs

### Funding is the single biggest challenge for our customers.

Increasing financial pressures and a lack of capital are making it difficult for customers to transform their estates and deliver for their patients and changing communities. Without the right funding and knowledge, they can't solve their biggest estate need of better space utilisation. Making buildings work harder and smarter is even more problematic – for us all - against a backdrop of an ageing estate, growing backlog maintenance and sustainability obligations.

Customers are also concerned about rising costs, and rightly seek greater transparency over what they pay for. They want better systems and processes, more data insights regarding estate performance, which will help them improve efficiency and make better-informed decisions.



#### ICBs

### Effective space utilisation is the main estate priority of ICBs.

Within this lies multiple needs and challenges. However, maximising funding opportunities to rationalise the estate while reducing costs are equally important for ICBs realising their long-term system plans.

ICBs are looking for a joined-up approach, and our new estates strategies will enable them to identify opportunities across their local system. However, they need more help from us in navigating the system and bringing things to life, particularly around **unlocking funding**, and **getting projects off the ground**. All while keeping buildings compliant and patients safe.



#### Trusts

### Making sure the right care is being delivered in the right place is most important to our Trusts.

When it comes to how the estate can better help them meet patient needs. This means helping take the work involved in **everyday property management** – such as building maintenance or negotiating leases - off their hands, along with significant projects such as property development.



#### GPs

### Compliance and patient safety are the core focus of our GP customers.

Getting the right level of **facilities management support** is a key priority. Of course, having the right space to support a growing practice is important as well, with some GPs struggling with estates that are far too small.

## Research outcomes – clarifying who we are and what makes us different

We explored what customers see as our current – and potential – strengths. Learning what makes us valuable to them and different from other partners. Over time, these insights will help us better communicate who we are and how we can best help our customers.



### Part of the NHS

There is broad recognition of the unique value we bring as part of the NHS. Customers recognise we understand the complexities they face, and we can add value through sharing best practices. However, some customers see us more as a commercial body rather than a 'family member' of the NHS.

We need to better demonstrate how NHSPS being part of the NHS offers unique insights and benefits. And that our services are designed with NHS healthcare provision needs in mind.



### Local reach, national scale

We manage around 3,000 buildings across England, approximately 10% of the NHS estate.

In itself, our national footprint and size doesn't matter so much to customers. What they want is a single point of contact, and their local, specific needs to be recognised. Customers do see the value in NHSPS having a national scale – but it's more about our ability to share best practices and adapt that broader expertise to deliver local solutions that fit their estates.



### End to end service

We are uniquely placed in offering an end-to-end solution at scale. Recall of our broader service offering was mixed (customer awareness was often limited to services they are contractually obliged to receive from NHSPS), but there is an appetite for using more of our services. ICBs in particular recognise how our services can support the entire building lifecycle and how having one central team can save them significant costs and remove the hassle of managing multiple providers.

Our simplified service offering was well received. However, customers have asked us to be clear about the value of each service. For example, we need to better demonstrate how NHSPS unlocks capital funding through town planning and other services.



### Your NHS strategic estates partner

ICB customers typically see us, or would like to see us, as a strategic estates partner. They are driven by financial pressures and often there's a lack of in-house expertise. Customers want us to be more proactive in using estate utilisation data, providing insights that will help them improve void space and find other efficiencies.

We will continue to build credibility by proactively sharing more examples of partnership in practice and getting the basics (such as account management, cost transparency and timely invoicing) to get more customers using our strategic services.



### Value retained in the NHS

Every penny of the money we receive is reinvested into the healthcare system. We need to better demonstrate this to our customers. There remains a perception among some customers around NHSPS's lack of billing transparency. This combined with rising sector costs and the challenge of reducing void space, means we need to work harder to articulate our value and continue to build credibility.

We've used this insight to help set out what we believe makes us different – find out more in our new [About Us](#) brochure.

# Listening to our customers:

## You said, we did

Feedback from the value proposition research findings and our customer surveys highlighted that while many customers recognise the positive changes we have made as an organisation, they also identified areas we need to improve on.

We do our best to make the changes you ask for. This following section – ‘You said, we did’ gives an overview of the actions taking place as a result of your feedback.

### REINVESTMENT IN THE NHS



#### You said

You don't always see the reinvestment from NHSPS into the NHS estate, as was highlighted in our customer value proposition research project feedback.



#### We did

In 2023/24 NHSPS unlocked over **£150 million** of value opportunities (in year and future years) for customers and the wider NHS. **Including:**

#### Office Estate rationalisation



**Conducted strategic reviews**, working with NHSE, various ICBs and ICUs.



Undertook options appraisals to **utilise existing health or public estate** wherever possible.



Completed **43 office projects** and transactions.



Reduced the office estate by **34,000 square metres**.



Delivered system savings to NHS of around **£37 million** over 5 years.

#### Town Planning



We represent of **10%** of all ICBs.



Resulted in **£4 million** to support NHS projects across the country.



Championed **allocation of funding** from new build and healthcare extension projects.

Every penny we get stays within the health system and is reinvested across the NHS. Ways in which we reinvest in health system include:

#### Our Health Places programme delivers sustainable buildings improvements that



Enables improved **health and social care**.



**Helps the NHS** get the most from its estate.



Drive **better outcomes** for patients and clinicians.



Completed over **300 projects** to date.

- e.g. £11 million integrated care centre in [Devizes](#).
- Refurbishment of Stokesley Health Centre in [Middlesbrough](#).



### UTILISING VOID SPACE



#### You said

It's not clear how NHSPS are reducing unused or void space.



#### We did

This is a **key priority** for customers, as was highlighted in our customer value proposition research project feedback.

To date, we've saved **£1.1 million** for customers by reducing void space.

#### In 2023/24 we



Reduced overall vacant space by **42,000m<sup>2</sup>** through a combination of new lettings, freehold disposals and leasehold surrenders.



Completed **11 handbacks** equating to **4,000m<sup>2</sup>** of void space, securing **£400,000** in vacating payments.



Reduced vacant space for NHS primary care estates by **12,000m<sup>2</sup>**, exceeding our goal of 8,000m<sup>2</sup>.



We also help customers get more out of their current space and reduce unused space with NHS Open Space. Since 2019, **NHS Open Space** has



Generated over **£5 million** in additional revenues for the NHS.

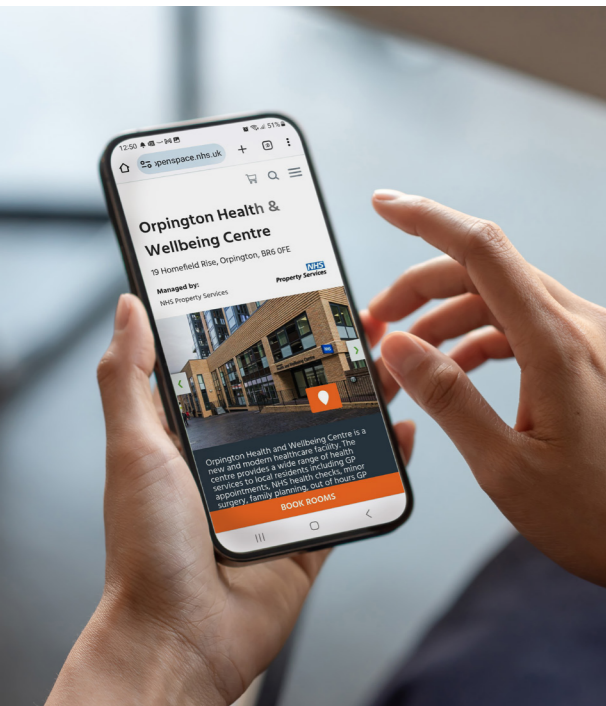


Processed over **650,000 bookings**.

Delivered **3.5 million** patient hours.

We're also being more proactive in suggesting estate efficiencies. Through **NHS Open Space** we've delivered space utilisation studies for ICBs, Trusts and NHS Landlords. The evidenced-based data enables these organisations:

- To understand how their estate is being used at a room, property or portfolio level.
- Supports informed, robust strategic decisions e.g. if new services can be delivered through the existing footprint, or whether a new building is required.



## NHS OPEN SPACE



### You said

NHS Open Space rooms can seem expensive.



### We did

#### NHS Open Space offers:



**1,300+** clinical and non-clinical spaces in **200+** properties across England.



Hire on an **hourly, daily or sessional** basis.



'Pay-as-you-go', making it cheaper and **more cost-effective**.



Only pay for the time and space you need, **no commitment** or cost of lease.



Fully managed service: **clean, ready to go, equipped** rooms.



Same, **high-quality service** across all properties – at no additional cost.



### You said

You'd like to see NHS Open Space in more properties.



### We did



More **new properties** coming in 2024.



NHS Open Space now available to **all NHS and public sector** landlords (not just NHSPS).



Community Health Partnerships (CHP) using NHS Open Space platform across **18 of their buildings** in pilot scheme.

## SOCIAL PRESCRIBING



### You said

That it was important to try and support patients with non-clinical treatments.



### We did

We support the growth of social prescribing by meeting local needs for dedicated social prescribing spaces. We work with our NHS colleagues to identify and set up social prescribing hubs and green spaces for use, free of charge, by voluntary and community groups.

#### In 2023/24 we



Delivered **25 new social prescribing sites**



Since 2019, delivered **100 social prescribing sites** across England

**Whole Life Community Garden is our latest site.** This communal garden is located next to Haxby and Wigginton Health Centre in York. We funded the redevelopment, providing residents with a green space that promotes the physical, psychological, social, and spiritual wellbeing of all. The revitalised plot is looked after by a local community group and hosts horticultural activities and other social prescribing services. [Learn more.](#)





## CAR PARKING



### You said

Parking spaces are hard to come by in some buildings, further impacted by people using parking facilities without a hospital appointment.



### We did

In 2023/24 we installed car parking management systems at four problem sites and anticipate this will contain localised parking issues at the properties.

Over **750+ car parking spaces** are now handled through these management systems, ensuring:



More **available spaces** for patients and visitors.



**Dedicated parking facilities** for front-line colleagues.



**Stop the abuse of NHSPS free parking** in some residential areas, with local residents unable to find parking space on their street.

## BILLING



### You said

You'd like more time to settle your bills and raise any queries.



### We did

As part of the improvements we're making to our billing systems, we'll issue customers' quarterly bills one week earlier. There'll be no changes to when payments are due – so customers will have more time to settle their bills and raise any queries with us. We hope this will help customers avoid last minute rushes or potential delays in payment processing.

## VISIBILITY OF WORK ORDERS



### You said

You wanted better visibility of the progress of open jobs.



### We did

We want to make it easier for our customers to find everything they need in one place. In 2024/25 they will be able to use [Connect](#) – our online customer self-service portal - to:



Get improved progress updates on active jobs and queries.



Access more information with reporting and dashboards.



View and download compliance certificates.



View billing information.





# Our latest scores

## Annual perception surveys/interviews: +5 NPS

We survey all our customers, asking for their overall feedback and perception of our organisation. We asked customers to rate the likelihood that they would recommend our organisation. This score equates to our **Net Promoter Score (NPS)** – a widely used market research metric.



**We achieved an NPS score of +5.** We exceeded our target NPS score of 0, and achieved an overall increase from our NPS score of -12 in 2022/23. This year's score reflects increasing customer advocacy, the positive impact of our new operating model, and recognition of work we've done to date on improving the customer experience.

### NET PROMOTER SCORE



$$\text{NPS} = \% \text{ PROMOTERS} - \% \text{ DETRACTORS}$$

However, there are still areas we need to focus on. We received our lowest scores for billing, while some customers wanted to see more focus on reducing void space, more visibility of how we reinvest in the NHS, and generally improve our communications. Therefore, we've set ourselves a more challenging NPS score of +10 for this coming year.

## What our customers said

“ Having worked with NHSPS for some time now, I have noticed a considerable improvement in NHSPS as an organisation and have been impressed with NHSPS's proactive approach, professionalism and positive project delivery.

Generally speaking, NHSPS have been excellent and really helpful. Sometimes it can be a bit challenging to figure out who we need to speak to about certain things and the permissions we need to request due to this being an NHS building. There are also some repairs required that have been challenging to sort out, otherwise I'd have to give 10/10.






## Patient feedback score: 8.5 out of 10

We measure patient satisfaction by partnering with an independent agency who interview people as they exit our buildings. This year we

- Conducted interviews outside **104 properties** across all 4 regions.
- All types of properties were represented.
- Spoke with **2,234 patients**.

### The highest rated measures were:

 **8.9**  
Cleanliness and reception

 **8.7**  
Ease of navigation

 **8.6**  
Catering

 **8.4**  
Look and feel

 **8.3**  
Grounds and gardens

### The lowest rated measure was:


 **7.2**  
Car parking

We'll continue to conduct patient interviews on an annual basis to monitor the performance of our properties over time, and to measure the impact of any changes we make.

Next year we want to get a broader view of our estate. So we'll remove those properties with consistently high ratings but will continue to survey those properties requiring improvement.



## What our patients said

 *It's a welcoming area and it's very clear where to go. There are options of using a staff member or remote check in. Everything looks clean and new which adds to that feeling.*

Leigh

*Clearer signs, I just came in and thought I don't know where to go, more signage on the doors. Car parking, couple of really small spaces could be a bit bigger in size.*

Clevedon



## Transactional Customer Satisfaction (CSAT) score: 8.8 out of 10

We survey customers after they've interacted with us – for example called our helpdesk, had a case order completed or used NHS Open Space. This provides the transactional feedback score. Our score has been consistent year on year at 8.8 out of 10.

## What our customers said



### Facilities Management (FM) job closure

*Communication was first class in meeting on site to view the issue and understanding of the problem with overgrown brambles. The arrangements in gaining access was first class with no communication issues my the staff at the heath clinic in fact they were extremely helpful."*

### NHS Open Space

*Excellent team at reception. Always pleasant, welcoming and accommodating. They are always available when I ask for help. They really make the effort, which is much appreciated.*

### Customer Service Centre

*Friendly member of staff dealt with the issue efficiently and quickly, understanding the urgency due to clinical setting, sharps, equipment etc."*





## What our customers said

“ Projects e.g. Capital projects, social prescribing, estate strategies

The team worked tirelessly in the build-up to the programme to support the CCG and local system both getting the scheme off the ground but also in progressing it throughout the pandemic. Peter and his team were brilliant in the buildup and Steve was fantastic during the build stage which included the pandemic and numerous storms.

“Capital funding was allocated quickly, plans for two new rooms were drawn up and ideas offered for medical record storage. The work was undertaken without fuss or disruption. We are really pleased with the end product.

### Complaints handling

The complaint was taken seriously, dealt with effectively and efficiently and I really appreciated the amount of feedback I was given throughout the process. Everything was handled in a very personable and professional manner.



## Our 2024-2026 strategy

Our current strategy has served us well and helped us deliver a strong performance from its launch in 2020. Our aim has been to evolve this and look to the next stage of NHSPS, rather than a fundamental shift in direction.

Our new strategy was created by bringing together insights from customers, stakeholders and colleagues, to firstly review and **evolve our existing strategy** and then **refresh our approach for the future**.

Our core purpose remains to **enable excellent patient care**. Our new strategy now reflects where we want to be in the future and what our focus will be for the next few years. **Delivering better estates through brilliant services which can unlock value across more of the NHS**.

## Our Strategy



Property Services

### Why we're here

**Our Purpose:** Enable excellent patient care

**Our Vision:** To be the first choice NHS estate service delivery organisation

### What we'll deliver

**Our Strategy:** Use our expertise to help transform the NHS estate

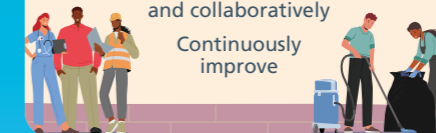
#### Better estate fit for the future

Invest, optimise, rationalise  
Smarter, greener, more efficient  
Support communities in safe and compliant facilities



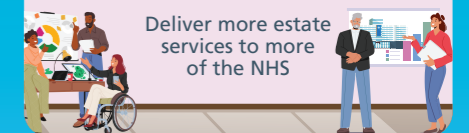
#### Brilliant service every time

Always place customers at the heart  
Respond quickly and collaboratively  
Continuously improve



#### Unlock value across more of the NHS estate

Understand customer priorities and help deliver them  
Innovative, efficient estate services  
Deliver more estate services to more of the NHS



### How we'll do this



**Our culture:** Get, grow, keep great colleagues | Empower high performing teams | Act responsibly

**We value:** **C**ommunity **C**olleagues **C**ommitment **C**ollaboration

**Enablers:** Diverse, talented people Digitally enabled, data-driven Commercial capability Innovation

