



Property Services



Strategic Business Plan



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Welcome to our strategy



Our new strategy sets out the next phase of our journey to help transform the NHS estate and be the first choice estate service delivery organisation for the NHS.

Over the last few years, we have seen a lot of change across the NHS and our business successfully responded to these challenges. Whether it be the remarkable response of our colleagues in supporting the NHS throughout the pandemic or how we rapidly pivoted our organisation and realigned ourselves to the introduction of 42 Integrated Care Systems across England.

As we look to the future, we see an ever growing need for the wide range of services we offer. And as the largest estate service delivery organisation within the NHS, we have built a deep level of expertise across estate service management and strategy, positioning ourselves as a centre of excellence. Our vision is ambitious – to be the first choice – reflecting how we want customers and stakeholders to feel about us.

Our new strategy offers a refreshed focus for our organisation, with a clear sense of our priorities and goals. Over the next five years, we will continue to unlock more value across the NHS estate. We will do this through sustained service excellence, strong financial control, continued investment and development of our talented, diverse colleagues with a fundamental pivot toward our customers, placing them always at the heart of all we do.

I hope you will share our excitement as we look forward to the next five years, setting a course which ensures we enable excellent patient care through building a better NHS estate, delivering brilliant service, unlocking more value while ensuring our colleagues are valued and supported.

A stylized, handwritten signature in black ink, consisting of a large, sweeping 'M' and 'S'.

Martin Steele
Chief Executive Officer



About us

NHS Property Services provides strategic estates services to help NHS organisations deliver the best patient care. Every day, we work hand in hand with Integrated Care Boards (ICB), Trusts, and GP practices across England to help them better assess, adapt and maintain around 3,000 buildings (approximately 10% of the NHS Estate) – safely and sustainably.

As part of the NHS, we know how it works and understand the challenges our customers face. Whether that's negotiating funding or keeping buildings compliant, we help our customers navigate the system more easily. Last year, we unlocked more than £150 million for them to reinvest or reimagine their spaces.

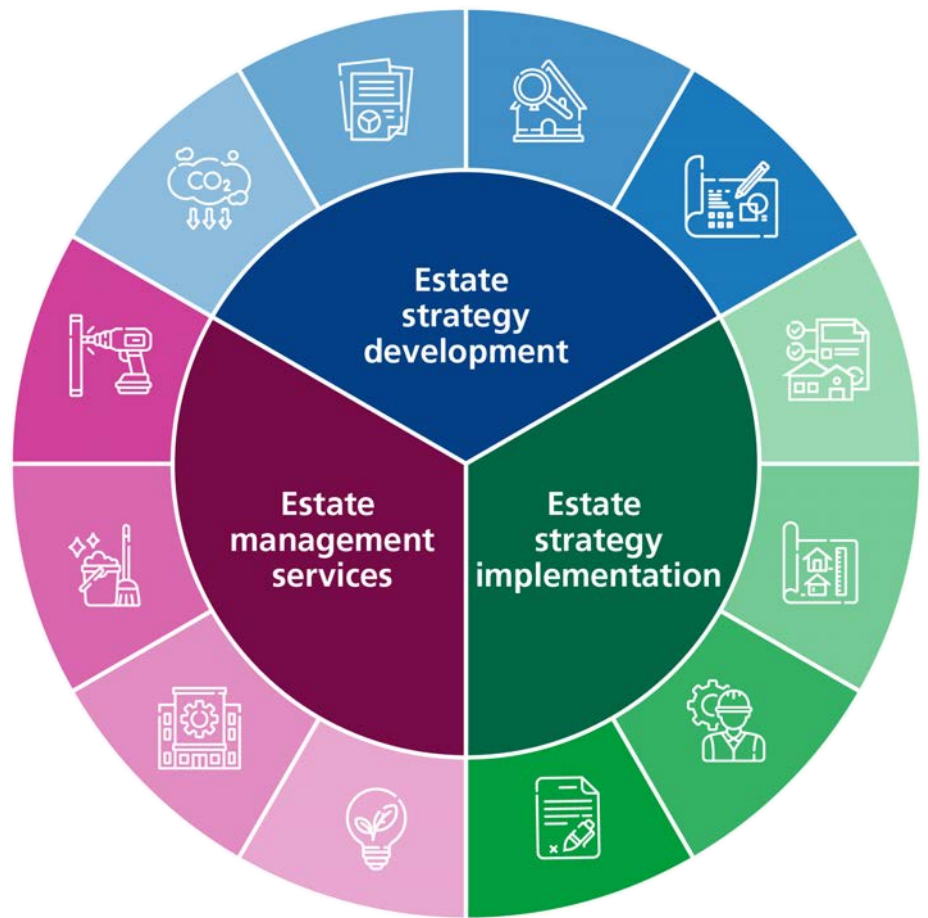
With over 5,500 experts, our local teams make the real difference by understanding individual estates and communities. Looking after thousands of NHS buildings means we've seen the full range of estates projects that our NHS needs. In fact, we've completed over 330 refurbishments or new builds in recent years - each one giving us new insights and ideas to help transform estates while keeping costs down and patients safe.

From estate strategy to town planning and cleaning, through to selling inefficient assets and reinvesting the proceeds, our end-to-end service can support every life stage of an NHS building. Saving significant costs and removing the hassle of managing multiple providers, so our customers can spend more time delivering the best patient care.

Because we're part of the NHS, every penny stays within the health system and is reinvested across the NHS. That way we can continue to focus on delivering brilliant service and building an NHS estate that's fit for the future.

Our service offer

Our service offer is easy to access and plays to our strengths. We apply our expertise across the end-to-end estate lifecycle from strategy development to strategy implementation and high-quality, frontline estate management services.



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

Our customers

We work with a wide range of organisations from across the NHS, health and social care. We are 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, ICBs. All these groups and more make up what we call our customers.

Understanding and supporting our customer challenges and needs

Funding is the single biggest challenge for our customers. Increasing financial pressures and a lack of funding is making it difficult to deliver for patients and communities.

And without the right funding and knowhow, they can't hope to 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. Our customers are concerned with rising costs and seek greater transparency over what they pay for. They seek better systems and processes, more data insights over estate performance to improve efficiency and help them make better decisions.





Integrated Care Boards (ICBs)

Effective space utilisation is the main estate priority of the 42 ICBs. Their key priorities are to maximise funding opportunities and rationalise the estate while reducing costs. They seek a joined-up approach to help unlock funding and get projects off the ground. All while keeping them compliant and patients safe.



NHS Trusts

Making sure the right care is being delivered in the right place is most important to our 283 NHS Trusts, when it comes to how the estate can better help them meet patient needs. That means helping take the everyday property management off their hands along with significant projects such as property development.



GP Practices

Compliance and patient safety is the core focus of our GP customers, so getting the right level of facilities management support is their priority. Of course, having the right space to support a growing practice is important too.

Wider stakeholders who are important to us:



Communities

People who experience our services and interact with us, but do not have direct business relationships with us.

This includes:

- Patients and their families
- Citizens
- Other NHS colleagues
- Building users



Colleagues

The team we work with to deliver for our customers and help the NHS deliver excellent patient care.

This includes:

- NHSPS colleagues
- Supply chain partners



Stakeholders

The organisations that influence policy and impact how we put customers at the heart of everything we do.

This includes:

- Our shareholder – the Department of Health and Social Care (DHSC)
- Other Government departments
- NHS England
- Industry representative bodies



Our values

Our values are important to us, they define who we are, guide our actions, and influence our interactions with each other and our customers.

We value:



Community

- We put customers and patients at the heart of everything we do
- We improve the safety, wellbeing and sustainability of the communities we serve
- We act responsibly to have a positive impact on customers and colleagues



Colleagues

- We respect, engage and enable our colleagues
- We promote an inclusive culture and support everyone to fulfil their potential
- We prioritise the safety, health and wellbeing of our colleagues



Commitment

- We are trusted to deliver excellence
- We deliver on our commitments to our customers
- 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
- We drive continuous improvement for customers and colleagues

Our strategy

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

Better estate

We want patients and local communities to have buildings and spaces which are safe, accessible and fit for the future.

Where are we now?

We are responsible for around 10% of the NHS estate and invest £150m every year into the estate. We have identified a pipeline of disposal opportunities over the next five years with a total value of £230m. We reinvest sales proceeds in our properties to help deliver ICB estate strategies. This will help to ensure our core estate is good quality, fit-for-purpose and future-proofed.

We continue to work with ICBs to identify properties where significant investment may not be appropriate. While some of these properties may benefit from short term investment, others will form part of our disposal programme, enabling reinvestment in our estate.

What do we want to achieve?

Objective 1: Invest, optimise and rationalise

We will:

- Continue to define the investment requirements for our estate and unlock value from surplus estate for reinvestment through our aged estate strategy
- Work with local planning authorities to secure capital contributions, unlocking funds set aside by developers
- Enable better property utilisation across our own estate and the wider system through our dedicated NHS Open Space platform

Objective 2: Smarter, greener, more efficient estate

We will:

- Deliver high performing new development schemes
- Deliver the 'Greener NHS' programme milestones as we work towards meeting Net Zero by 2040
- Implement technology to add further insight and intelligence

Objective 3: Support communities with safe and compliant facilities

We will:

- Positively impact 3.25m patients in 24/25 through our Healthy Places programme and other projects
- Develop and support 100 social prescribing sites during the 3 years from 24/25 to 26/27
- Focus discretionary spend in areas of very high deprivation to help address health inequalities



Brilliant Service

We will continue to place our customers at the heart of everything we do by building trusted relationships, responding to current and future customer needs in a quick and collaborative way, while continuously improving the ways we do things.

Where are we now?

Our Net Promoter Score has continued to improve over the past few years, with a +5 outcome and Customer Satisfaction remaining a positive score of 7.1/10. As a dynamic and customer-led organisation, we need to continue to make progress in our Customer Journeys and listen to customer feedback to ensure we are easier to deal with, drive trust through consistent and transparent customer interactions, ensure our service offer continues to evolve and maximise value for Customers and the broader NHS.

What do we want to achieve?

Objective 1: Placing customers at the heart of everything we do

We will:

- Have a customer led approach in our interactions and decision making
- Have joined up service development plans that positively impact customer satisfaction and loyalty
- Know what matters most to customers and understand their experience through better participation in our insight programmes
- Deliver our commitments in our GP and Primary Care and Customer at the Heart programmes
- Improve our customers' digital experience

Objective 2: Responding in an agile and collaborative way

We will:

- Design and implement a customer experience to support our customer led culture
- Deploy modern systems to create capacity and support high performing teams
- Use data science and technology to provide customer solutions

Objective 3: Continuously improve how we do things

We will:

- Drive the focus on customer journeys, embed improvements and measure impact on experience and cost
- Improve all customer experience metrics, including customer loyalty (i.e Net Promoter Score), customer effort, customer satisfaction and market perception
- Scale up the benefits derived from business and continuous improvement activities
- Deliver our digital system roadmap



Unlock value

We will deliver high-quality, sustainable, value-adding services by providing a simplified and dynamic service offering that helps us to be first choice for our customers.

Where are we now?

We have unlocked over £150m of value for our customers during FY23/24 through key strategic initiatives including ICB infrastructure strategy developments and key customer disposals, which has demonstrated our focus as a strategic partner.

Customer feedback has provided great insight that we continue to make positive progress as a customer led organisation. However, we also have to continue to do more in innovation, data insights, transparency and how we are delivering value for our customers, to then provide the opportunity to deliver more across the wider NHS.

What do we want to achieve?

Objective 1: Understand our customers priorities and work together to deliver them

We will:

- Deliver strategic relationship plans co-created with our customers and working as implementation partners
- Use expertise to support customers strategic goals and Long term NHS plan
- Rely on robust data quality and single view of customer to drive strategic decisions

Objective 2: Provide innovative and efficient estate services that add value to our customers

We will:

- Have a standout service offer, value proposition and unique selling points that meet the emerging needs of our customers and to unlock more value
- Embed and continuously improve customer journeys in order to meet the changing needs of our customers and the wider NHS
- Deliver a multi-year customer transformation to drive improvements in experience, effort, loyalty and satisfaction

Objective 3: Deliver more estate services to more of the NHS

We will:

- Provide a clear value proposition and go to market approach for our customers
- Have a dynamic service offering to meet current and future demands
- Embed dynamic new business processes to manage potential opportunities and create high quality customer proposals to meet unlocking value targets.





Our enablers

Diversity and talent

We support colleagues to be the best they can be, recognising that diversity is a strength that helps us get, grow and keep the best talent.

We will do this by ensuring we:

- Increase our early talent from 1.3% to 5% to grow and develop our internal pipeline
- Create opportunities to spot and develop talent for all of our colleagues
- Improve diversity in our frontline through targeted campaigns
- Hold experience sessions focusing on various dimensions such as age, race, or other aspects of our people
- Create awareness of differences through e-learning and guest speakers
- Incorporate specific diversity and inclusion questions into our annual colleague survey
- Recruit from the widest pools to access a range of applicants for roles
- Conduct training to address unconscious biases and enhancing the skill development of hiring managers to promote fairness and transparency in our recruitment process

How do we get there?



Customer led culture to get, grow, keep great colleagues

Foster a culture where customer and colleague needs are prioritised and become a driving force in our decision making, empowering managers and colleagues to act in the best interest of the customer



Total reward strategy

Develop and implement a comprehensive total reward strategy to get, grow and keep great colleagues



Empowering high-performing teams

Enable a culture of leadership, development, strategic planning, and effective communication



Develop a diverse talent pipeline: preparing for the future

Build a pipeline of diverse talent with the right skills, behaviours and competencies to meet current and future business needs

Our enablers

Digitally-enabled and data-driven

We embrace data and technology to empower our colleagues to enable excellent patient care. We are a digitally-enabled organisation, and every colleague has a vital role to play in driving positive change and innovation within our business. Data is an important asset, and we are using it to support decision making and enable operational excellence.



How do we get there?

We will deliver our vision of being digitally-enabled and data-driven by focusing on four key areas:



Enhance our colleagues' experience

Ensure colleagues have the right hardware and software and the skills and knowledge to use them, as well as opportunities to develop and grow their digital skills.



Improve our customers' digital experience

Use data and insights to better understand our customers and implement technology to enhance our customer solutions, ensuring that the digital and data experience is safe and simple.



Create and embed our data culture

Foster a mindset where data is valued, integrated into decision making processes and used effectively to drive insights, improvements and innovation across our business.



Continually innovate and improve our technology

Use our expertise to harness all available technologies and enhance the customer, colleague and patient experience, in the right way.

Our enablers

Commercial capability

We are building expertise, tools and guiding principles that enable colleagues to deliver through a customer led approach, acting responsibly as custodians of NHS assets and resources.

We will equip our colleagues to view situations from a commercial perspective to enable better business decision making and more innovative thinking to benefit our customers whilst preserving financial sustainability.

We will do this by ensuring that colleagues:

- Are provided clear guidelines on the tolerances for varying agreed commercial arrangements – e.g. application of management fees, rigour when charging for dilapidations, agreeing settlements
- Understand how to consistently apply a commercial lens to their area of responsibility
- Understand the options available to them and can apply them in an appropriate manner (e.g. exploring all funding routes)
- Seek innovative solutions to seemingly intransigent situations
- Have a basic understanding of risks, their impact and how to apply mitigation
- Secure value for money through achieving a good return on investment
- Know when to involve legal expertise

How do we get there?



Custodian mindset

Balancing customer needs and the responsibilities as custodians of NHS assets and resources.



Build on existing expertise

Leverage and build on existing expertise, creating an innovative and solutions-focused support network to enable customers and colleagues to optimise value and minimise risk.



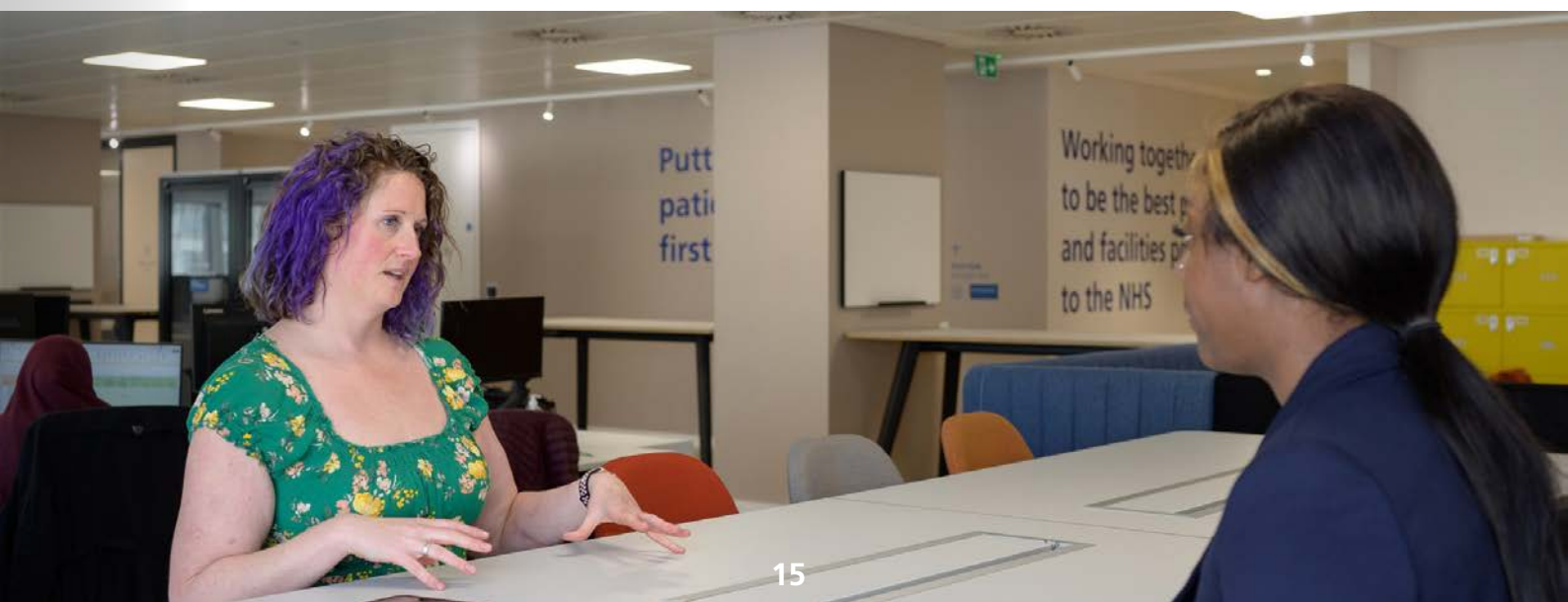
Agree guiding principles

Guiding principles that enable and empower local decision makers.



Clear policies and decision frameworks

Develop policies and frameworks that are consistent, transparent and enable responsible decision making.



Our enablers

Innovation

We use our expertise and agility to deliver innovative solutions to support our customers' needs. And we then scale these ideas and solutions to support more of the NHS.



How do we get there?



Continuous improvement

We are developing new ideas and solutions all the time to help continuously improve the way we do things. New projects are developed across our business and supported by our dedicated change professionals such as our Project Management Centre of Excellence. Some of these projects are designed to make improvements to our systems and processes so that we can be more efficient.



Research partnerships

We are always looking ahead to the future and how will we continue to provide a better estate in five, ten and fifteen years from now. We are working with universities and their research teams to better understand the changes impacting the healthcare sector.



A digital estate

We are investing into developing a digital estate which enables better management of the estate. For example, we have rolled out sensors across buildings to help monitor energy efficiency and implemented an online flexible room booking tool to provide customers real time access to available space.



Horizon scanning

We are identifying and understanding emerging trends and how these could help our customers. For example, technology and artificial intelligence are going to play a key role now and into the future, impacting how patients interact with their GP and specialist consultants, and the services our customers expect from us.



Our people and culture

At the heart of our people strategy is our mantra of 'Get, Grow, Keep' great colleagues. This embodies our shared value and commitment to engaging and enabling our colleagues.

How we 'Get, Grow, Keep':

- Get** Hire for attitude, train for skills, and evolve for the future
- Grow** Create opportunities to spot and develop talent at all levels
- Keep** Valuing difference where every colleague voice matters

How are we doing this?



Providing an enhanced range of total reward benefits and services that support a diverse set of needs



Build leadership capability and succession strength to maximise our organisational resilience



Creating a diverse pipeline with the right knowledge, attitude, skills and experience to meet the business needs of today and the future



Boost engagement by placing colleague at the heart and empowering our leaders



Deliver a brilliant service by improving operational efficiency and performance by keeping it simple and getting back to basics

Acting responsibly

Acting responsibly is a key part of our culture and helps us to deliver the best outcomes.

We demonstrate our commitment to being a responsible business through what we do and how we do things. Our people make a significant impact on the communities they serve across our estate every single day. We hear about the heroics of giving lifesaving care to passersby and always going the extra bit to help patients.



Some of the key activities we're doing to ensure we're a responsible business include:



Supporting the environment

- Having clear plans on how we will get to Net Zero by 2040, ten years ahead of the government target date
- Investing over £10m annually into our estate to help decarbonise, increasing this level of investment from 2028
- Reducing energy consumption and introducing more energy efficient measures into our buildings, for example, investing in LED lighting across our estate



Creating healthier places and communities

- Delivering hundreds of improvement projects under our Healthy Places programme – over 70% of which are in areas of medium to very high deprivation – resulting in millions of patients being positively impacted
- Creating social hubs and improving accessibility across sites
- Improving our estate biodiversity by creating more green spaces, helping improve patient mental wellbeing
- Fundraising for our charity partners, bringing together colleagues for a common purpose



Ensuring transparency and oversight

- Being transparent and reporting how we are performing against our responsible business commitments
- Ensuring legal compliance of data and information
- Having good risk management practices across all levels and areas of our business, from managing flood risk at a local site to how we manage cyber security

Measures for success

Our high level plan to deliver the strategy is underpinned by a suite of more detailed plans, including delivery of our strategic action plan. We closely monitor our day-to-day business performance and together with our overall strategic objectives and targets, we are able to manage the successful delivery of our strategy. Here, we share some of the key outcomes and targets we are focussed on over the next three years. As we move forward, we will continue to adapt our plans and provide further detail for years four and five.






Better Estate

		2024/25	2025/26	2026/27 and beyond
	Expand our vacant space scheme and better utilise the estate	Reduce 20,000m² of vacant space for NHS primary care estates	Continue to repurpose and better utilise space across the estate	
	Develop and implement a 5 year estate investment plan	Develop the 5 year estate investment plan	Implement the 5 year estate investment plan	
	Deliver towards Net Zero 2040 by reducing carbon emissions on our own activity by 20% , a total of 16k tonnes over next 5 years	Net 5% carbon emission reduction each year		
	Expansion of our Healthy Places and Open Spaces programme of activities	3.25m patients positively impacted	3.5m patients positively impacted	3.75m patients positively impacted
	Maintain our strong track record of 95%+ statutory technical compliance	95%+ statutory technical compliance		
	Invest a minimum of 70% available discretionary monies into areas of medium to very high deprivation	70%+		
	Having a best in class Health and Safety culture	7.0 maturity score ('pro-active')	7.5 maturity score ('pro-active')	8.0 maturity score ('pro-active')



Brilliant Service



	2024/25	2025/26	2026/27 and beyond
 <p>Our customers see us as top 25% for overall customer experience</p>	Net promotor score +10 for customer loyalty, +12 for customer effort	Net promotor scores continue to improve	
 <p>Maintain our strong colleague engagement score of 8.0+ out of 10</p>	8.0+ 'Your Voice' colleague survey score		
 <p>Maintain our 97%+ service level commitment for facilities management job completion</p>	97%+ facilities management service level commitment		







Unlock Value

	2024/25	2025/26	2026/27 and beyond
 <p>Be actively engaged as a strategic partner to ICBs, supporting their infrastructure strategy development and execution</p>	c.25% of all ICB's	Continue to grow the % of ICBs where we act as a strategic partner	
 <p>Enable £150m of value each year for the NHS, increasing this by 10% every year.</p>	£150m value generated	Every year, £150m +/-10% value generated	



Financials

	2024/25	2025/26	2026/27 and beyond
 <p>Net operating cost ('NRF RDEL')</p>	£98.9 million	Aligning future measures with government targets	
 <p>Deliver net capital investment to enable a better estate ('CDEL')</p>	£110 million		
 <p>Cash collection from our customers</p>	£805 million		
 <p>Deliver value through efficiencies and growth, total £25 million+ per financial year</p>	£27.5 million	£25.0 million	£25.0 million



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