Project Controls Expo UK - 13th November 2019
Emirates Arsenal Stadium, London

How technology enabled NHS Property Services to deliver more efficient project management across their real estate portfolio

Sjef van Vugt
Sales Consultant, Primaned

Primaned DELIVERING PROJECT INSIGHT | Project Controls EXPO London, UK

About the Speaker

Sjef van Vugt– Sales Consultant Project Controls

Since Jan. 2016 at Primaned and focused on Project Controls.

- Primaned Academy
- Primaned Consultancy
- Primaned Staffing
- Primaned Tooling

Primaned DELIVERING PROJECT INSIGHT | Project Controls EXPO London, UK

About the Topic

NHS Property Services Ltd.

- NHS Property Services (NHS PS) was established in 2012 out of 162 NHS trusts and strategic health authorities.
- They presently operate 3,500 buildings with a value of over £3B
- Biggest NHS Real-Estate owner/operator of the UK
- Challenges:
  - Underspending on capital expenditure
  - Lack of Maintenance

About NHS Property Services

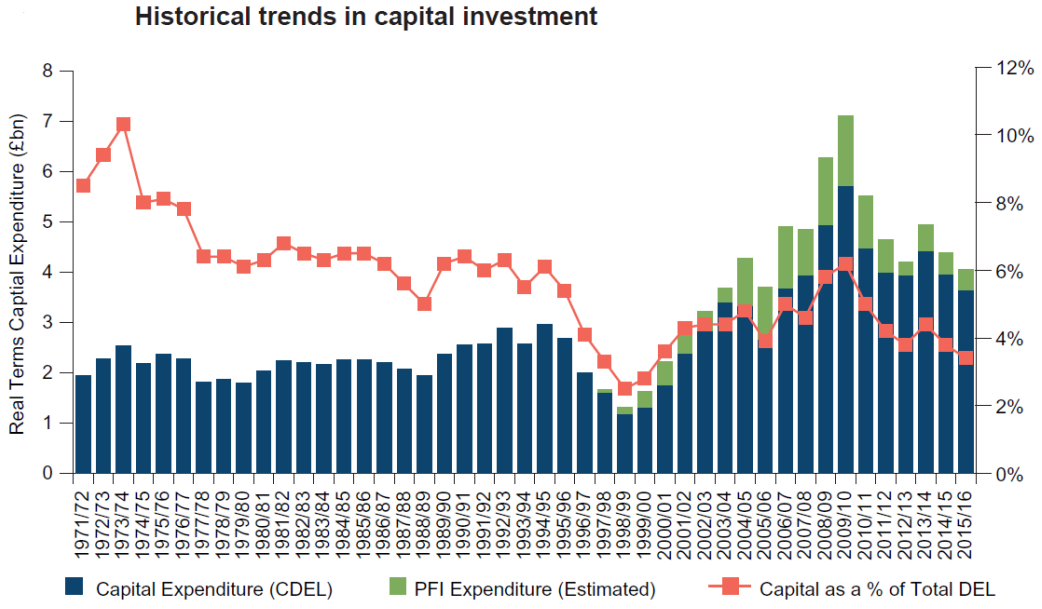
NHS Property Services manages, maintains and improves the NHS properties and facilities within our portfolio, working in partnership with NHS organisations to create efficient, sustainable and modern healthcare and working environments.

Biggest Challenge NHS Estate had for decades?

- The latest published figures suggest that the backlog on maintenance has risen by over 9% between 2014/15 and 2015/16 to around £5bn, with £1.5bn of this in London.

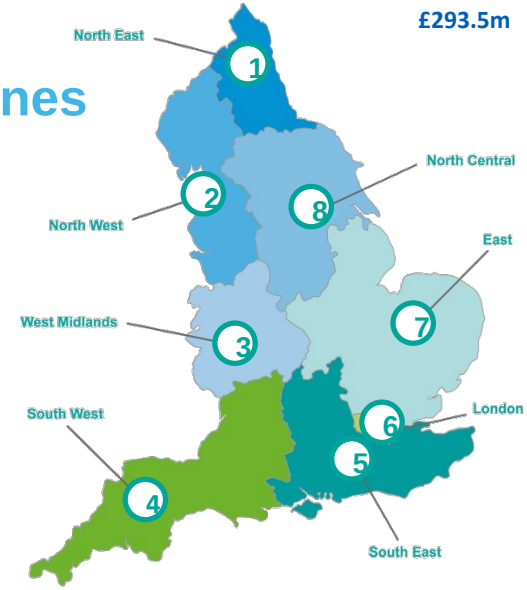
- The age of buildings isn't a problem, as some older buildings have been upgraded to meet modern standards of care, it is still too often the case that the NHS is operating in inadequate facilities.

About NHS Property Services



NHSPS snapshot

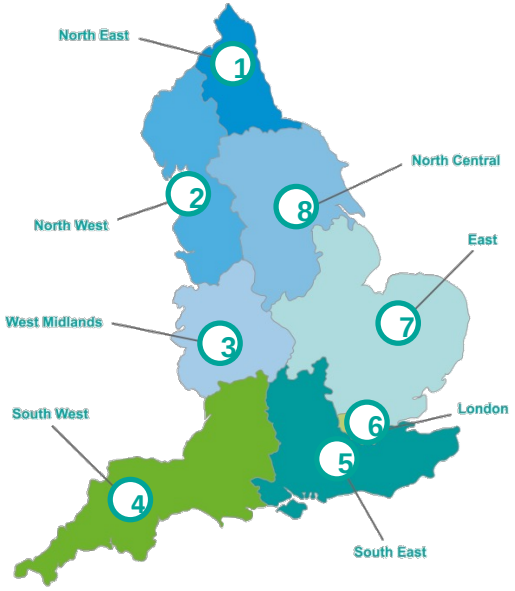
8 zones



c.11% of NHS estate

3,500+	Assets
30m	Square Feet
7000+	Tenants
£3bn	Value
£293.5m	Disposals (2013 -18)
£292m	Capital investment

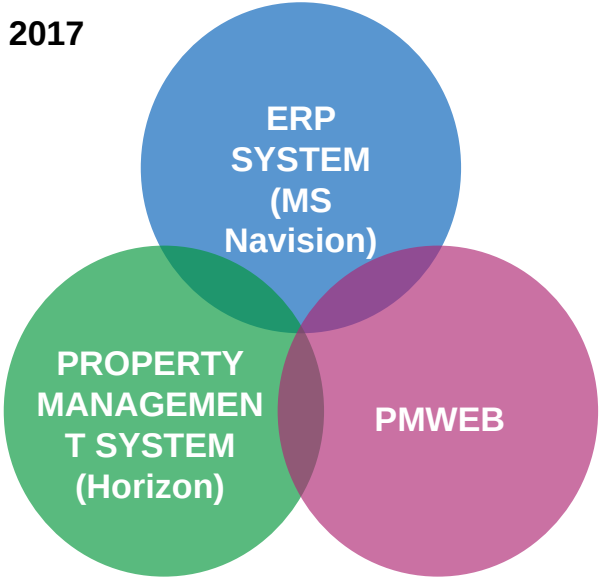
NHSPS Construction (capital)

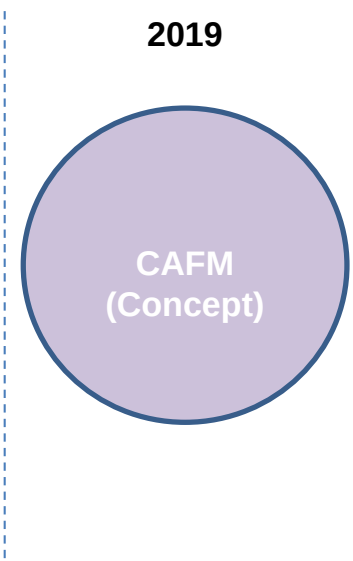


1		Head of Construction
25		Construction Managers
100's		Contractors
500+		Projects per annum
£95m+		Capital FY18/19
(£51m		Capital FY15/16)

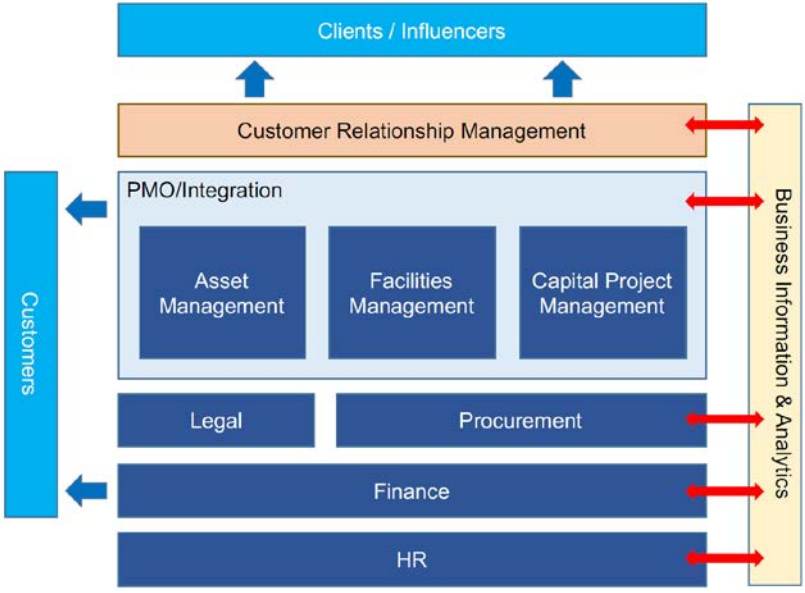
Business (IT) Transformation Programme

NHS Property Services





Business (IT) Transformation Programme



Business (IT) Transformation Programme

NHS Property Services

"NHS Property Services has invested in securing state-of-the-art technology to provide evidence-based technical compliance."

Martin Steele
Chief Operating Officer
NHS Property Services

Implementation of a Construction Management System

NHS Property Services

Major objectives:

Improved control over portfolio of projects – centralised, multi level reporting.

Drive greater consistency and efficiencies in delivering projects – expand capacity

Build our data library and BI capability – benchmarking etc

Implementation of a Construction Management System

Key system requirements:

Ease of use – input and reporting

Potential for integration with other business systems

Depth of functionality (future capability)

Challenges during the build and launch

NHS Property Services

Process definition

- Project processes - Several workshops were needed to narrow down the process and workflows to implement into the system.

Technology change overload

- Extensive technology change in the company - adoption of the system slow
- Delay of ERP software launch, impacted all following implementations & temporary staff leaving

Integration delayed

- Due to challenges with the implementation of the ERP software the integration between the 3 systems was delayed. Some efficiencies havent been realised yet.

Major Benefits since implementation

NHS Property Services

Improved transparency

- All NHS PS staff and external consultants working from 1 system
- Centralised data - No longer fragmented sources
- Exception reporting

Consistency in way of working

- Fully defined project process
- Document templates built into the system
- Standardised reporting – multilayered
- Workflow (approvals) process

Efficiency

- Reduced admin time – less duplication of effort
- Helped us increase from £50m yr capital spend (2016), to £95m yr (2019)

Lessons learnt

- Takes time and resource to develop. Scope, build & implement
- Get the brief and tender analysis right - Construction led
- Beware trying to do too much at once – other systems & change
- Potential to phase the launch – including functionality
- Training is crucial – consider skill levels & different methods
- End-User involvement (People don’t like change, involvement upfront en during implementation makes adoption easier.