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Property Services

# Session 1: Leadership and Governance – the NHS Explained!

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# NHS Property Services



Property Services



Formed in  
**2013**



**2,755**  
properties



**6,000**  
colleagues



**7,000**  
occupiers



**6,000,000**  
patients daily



**24/7**  
support

# NHS Property Services



Property Services



**£907m**

capital investment to improve the NHS estate



**1,120+**

NHS Open Space rooms available to book



**£502m**

raised for the NHS through disposal of surplus properties



**75**

social prescribing hubs to improve community wellbeing



**30%**

reduction in our carbon footprint since 2019



**4,800**

hidden heroes keeping buildings in working order

# Key Organisations

## DH&SC

- holds the overall budget for NHS E
- occupies offices and has some surplus/retained estate

## NHS England

- allocates the budget to ICB
- commissions some services
- mostly occupy offices (leasehold)

## Commissioners

- ICB
- ICB/Councils
- NHS England
- mostly occupy offices (leasehold)

## Providers

- NHS Trusts
- GPs/PCN
- private sector
- local authorities
- third sector
- mix of clinical and office estate with some specialist and ancillary estate (mix of freehold and leasehold)

# Integrated Care Systems

## Integrated Care Systems

- c. 40 ICS
- partnerships of commissioners and providers
- integrated care boards – decide how funding will be spent
- integrated care partnership includes other partners e.g. local authorities

## Place Based

- “place” based planning and delivery of healthcare
- often at local authority level

## Primary Care Networks

- neighbourhood level
- GP/primary care led

## Provider Collaboratives

- NHS Trusts work together e.g. more than one acute or mental health Trust

# Governance

- Local authority = elected representatives, mayors, cabinets and committees
- NHS Trusts = Boards
- GPs = independent businesses



# How Does the Money Flow?



## Property Services

40% of RDEL is spent on health and social care

The NHS is the UK's biggest employer.

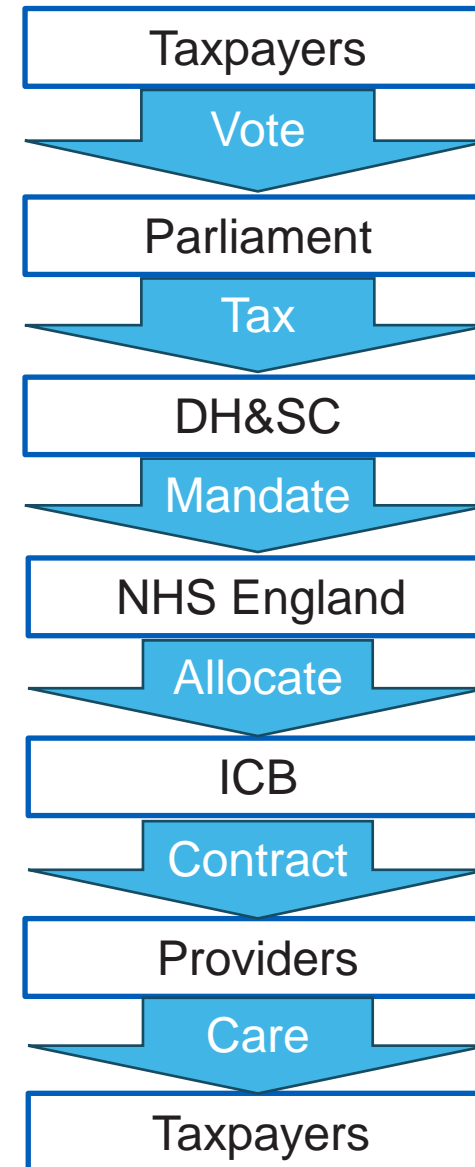
Integrated Care Systems (ICS)

**Table 2.1: Resource Departmental Expenditure Limit (DEL) excluding depreciation**

£ billion (current prices)	Outturn(1)	Plans(2)	Plans	Plans
	2021-22	2022-23	2023-24	2024-25
<b>Resource DEL excluding depreciation</b>				
Health and Social Care	144.1	173.9	176.2	180.5
of which: NHS England	133.7	155.4	160.4	165.9
<b>Total Resource DEL excluding depreciation, post Allowance for Shortfall</b>	<b>451.8</b>	<b>447.9</b>	<b>454.5</b>	<b>459.3</b>

**Table 2.2: Capital Departmental Expenditure Limit (DEL)**

£ billion (current prices)	Outturn	Plans	Plans	Plans
	2021-22	2022-23	2023-24	2024-25
<b>Capital DEL(3)</b>				
Health and Social Care	9.0	11.2	12.0	12.6
<b>Total Capital DEL</b>	<b>93.0</b>	<b>107.6</b>	<b>115.4</b>	<b>117.5</b>





# NHS England Priorities 23/24



Property Services

- Increase capacity, to help deal with increasing pressures on hospitals.
- Grow the workforce, as increasing capacity requires more staff with the right skills, who feel supported and able to deliver the care patients need.
- Speed up discharge from hospitals, to free up more beds for those who need to be admitted.
- Expand and better join up health and care outside hospital, as up to 20% of emergency admissions can be avoided with the right care in place.
- Make it easier to access the right care, as 111 should be the first port of call and reduce the need for people to go to A&E.
- Tackle unwarranted variation in performance in the most challenged local systems.

# NHS Activity (21/22)

- In total there were an estimated 570 million patient contacts with GP, community, mental health, hospital, NHS 111 and ambulance services in 2021/22.
- This is equivalent to every person in England being assessed, treated and cared for by the NHS 10 times a year, or **1.6 million interactions with patients every day**.

# The NHS Estate

All NHS Trusts have to submit an annual return of their estates data (ERIC). The last published data is from FY 21/22

Backlog maintenance is an increasing problem in the NHS estate



**The total costs of running the NHS estate were £11.1 billion**

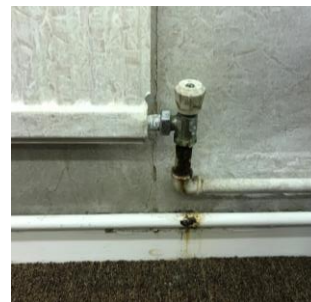
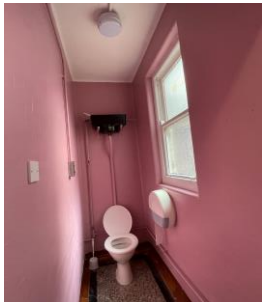
**This is an 8.8 per cent increase since 2020/21.**



**The total cost to eradicate backlog was £10.2 billion**

**This is an 11.0 per cent increase since 2020/21.**

This is also known as 'backlog maintenance' and is measure of how much would need to be invested to restore a building to a certain state based on a state of assessed risk criteria. It does not include planned maintenance work (rather, it is work that should already have taken place).



# Key Issues in the NHS Estate

## Demand side

- changing patterns of clinical delivery and activity
- utilisation
- office portfolio
- impact of med tech, digital and the telephone
- national priorities e.g. CDC
- revenue pressures

## Supply side

- backlog maintenance
- fitness for purpose
- utilisation
- availability and cost of capital
- IFRS16

## Other

- leasehold opportunities
- sharing space
- intelligent buildings
- net zero carbon

# Reducing the Need for Space – Re-Use



Multi site ownership and leasing

NHS PS, CHP, CWPT, UHCW

Office and clinical uses

Newfield House nearby

Office strategy

Potential disposal

Re-use of existing estate

Paybody, City of Coventry Health Centre,  
Swanswell Point and Newfield House

# The Kings Fund

- How does the NHS work?
- [How does the NHS in England work and how is it changing? | The King's Fund \(kingsfund.org.uk\)](#)
- How does funding flow?
- [How is the NHS structured? | The King's Fund \(kingsfund.org.uk\)](#)

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Case Studies available at:

[NHS Property Services | Case studies | NHS Property Services](#)

